**Cabinet**

Wednesday, 17 June 2020
**10.00 am**
Virtual Meeting via Microsoft Teams

**NB**. Members are requested to ensure that their Laptops/Tablets are fully charged before the meeting.

John Tradewell
Director of Corporate Services
9 June 2020

# A G E N D A

1. **Apologies**

2. **Declarations of Interest in accordance with Standing Order 16**

3. **Decision notice of the meeting held on 20 May 2020**       (Pages 1 - 4)

4. **Leader's Update**

   Oral report of the Leader of the Council

5. **Minutes of the meeting of the Property Sub-Committee held on 3 June 2020**       (Pages 5 - 8)

6. **Impact of COVID-19 on SCC Communities, Economy, and Organisational and Recovery Approaches**       (Pages 9 - 78)

   Leader of the Council

7. **Economic Recovery, Renewal & Transformation Strategy**       (Pages 79 - 134)

   Leader of the Council

8. **Final Financial Outturn Report for 2019/20**       (Pages 135 - 158)

   Leader of the Council and Cabinet Member for Finance

9. **Forward Plan of Key Decisions**       (Pages 159 - 164)

10. **Exclusion of the Public**

    The Chairman to move:-

"That the public be excluded from the meeting for the following items of business which involve the likely disclosure of exempt information as defined in the paragraphs of Part 1 of Schedule 12A (as amended) of Local Government Act 1972 indicated below".

**PART TWO**
(All reports in this section are exempt)

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**Membership**

| | |
|---|---|
| Philip Atkins, OBE (Chairman) | Mike Sutherland |
| Mark Winnington | Philip White |
| Alan White | Gill Burnett |
| Mark Deaville | Bryan Jones |
| Gill Heath | Jonathan Price |
| Mark Sutton | Conor Wileman |
| Helen Fisher | Charlotte Atkins |

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**Note for Members of the Press and Public**

**Filming of Meetings**

The Open (public) section of this meeting may be filmed for live or later broadcasting or other use, and, if you are at the meeting, you may be filmed, and are deemed to have agreed to being filmed and to the use of the recording for broadcast and/or other purposes.

**Recording by Press and Public**

Recording (including by the use of social media) by the Press and Public is permitted from the public seating area provided it does not, in the opinion of the chairman, disrupt the meeting.

DECISION NOTICE

**Cabinet Meeting - 20 May 2020**

Present:  Philip Atkins, OBE  (Chairman),  Mark Deaville,  Helen Fisher,  Gill Heath, Mike Sutherland, Mark Sutton, Alan White, Philip White and Mark Winnington,

Cabinet Support Members in attendance - Gill Burnett, Bryan Jones, Jonathan Price and Conor Wileman

Also in attendance - Charlotte Atkins

**PART ONE**

**134.  Decision notice of the meeting held on 15 April 2020**

**Decision** – That the notes of the meeting held on 15 April 2020 be approved.

**135.  Leader's Update**

**Decision** – That the oral report of the Leader of the Council giving an update on a range of issues including the immense amount of work that the council and its staff, partners and volunteers were doing to keep Staffordshire people safe and well; that, this week, the 2,000th county council food parcel was delivered to vulnerable residents who had no family locally or a support network to call on; the launch of mental health awareness week;  the support being given to schools so that they can reopen their doors to a number of pupils next month; the re-opening of the household waste and recycling centres and country parks;  and the sad news of proposed redundancies at JCB; be noted.

**136.  Minutes of the meeting of the Property Sub-Committee held on 6 May 2020**

**Decision** – That the minutes of the meeting of the Property Sub-Committee held on 6 May 2020 be received.

**137.  Staffordshire County Council's Response to Coronavirus COVID-19**



"Our response to coronavirus COVID-19 is ongoing with an ever-growing focus on how we help Staffordshire, our economy and our communities to recover from the unprecedented disruption to our lives.

This report provides an update on our leadership role and action, and how we are working with partners to protect the most vulnerable, ease the pressure on the NHS, support the county's care sector, promote public health, and reignite our economy

The Prime Minister has now set out plans for reopening our society. As a county council, we have recognised the

need to restart our economy with the launch of our Back to Business campaign and we have been planning for how this council will support the county to recover for several weeks, including reopening some of our own services.

It is hugely important for businesses to open their doors, people to get back to work and education and communities and services to rebuild, but this has to be when it is safe to do so and at the right pace.

Over the coming weeks and months, we will all be treading a very fine line as we gradually reopen this county and this country. This is absolutely not a green light for everyone and everything to go back to as we were before the pandemic."

Philip Atkins OBE, Leader of the Council

"I continue to hear about the incredible work of our staff, care workers, volunteers, friends and neighbours who are stepping up and doing their bit for people across the county. So many people are working round the clock to meet this once-in-a generation challenge and I continue to thank each and every one of them. My thoughts also go out to the many families and friends who have lost loved ones to this terrible disease often in heart-breaking circumstances."

Alan White, Deputy Leader and Cabinet Member for Health, Care and Wellbeing

**Reasons for the Decision** – To consider the progress made to date on assessing the current Coronavirus pandemic's impact on the Council services and finances.

**(Note by Clerk:** The Chairman of the Corporate Review Committee agreed to the decision below being exempt from call-in as any delay likely to be caused by the call-in process would seriously prejudice the Council's or the public's interests or the interests of any persons to whom the decision relates.)

**Decision** – (a) That the progress of Staffordshire County Council's response to coronavirus COVID-19 be noted.

(b) That the Council's Thanks be formally extended to its staff, care workers and volunteers for their efforts to support the response.

(c) That it be agreed that the additional government grant of £15.4m be allocated to the 2020/21 revenue budget.

(d) That further extra funding of £4.3m from the additional grant to support care providers, as set out in Table 1 to the report, be approved.

(e) That authority be given to individual members of the Senior Leadership Team (in consultation with the Leader and Deputy Leader where practicable) to incur further expenditure from the £15.4m budget up to a maximum of £2m per item of expenditure where it is considered necessary by the Council's Incident Management Team or the Senior Leadership Team to address the implications arising from the COVID-19 emergency. Any items of expenditure in excess of £2m will continue to require authorisation by Cabinet in the usual way.

## 138.   Procurement of Personal Protective Equipment (PPE)



"We know there is a global shortage of PPE and that's why we have stepped into make sure no care provider in Staffordshire goes without the PPE it needs if it runs out.

Our army of carer workers are doing an amazing job in extremely difficult times and we are determined to make sure they have what they need to protect themselves. We have supplied more than 700,000 pieces of equipment to Staffordshire's care frontline already, and we are making sure that we have sufficient stock to maintain supplies. We are planning ahead to ensure we have sufficient supplies in stock until the current emergency is over."

Mark Deaville, Cabinet Member for Commercial

**Reasons for the Decision** – To consider proposals to procure supplies of personal protective equipment (PPE) which is a vital resource in Staffordshire's response to the impacts and effective infection control management of the COVID-19 pandemic.

**Decision** – That officers be authorised to continue to procure supplies of PPE with a view to maintaining a rolling supply sufficient to last 12 weeks based on usage.

## 139.   Decisions taken by Cabinet Members under Delegated Powers

**Decision** – That the following decisions taken by Cabinet Members under delegated powers be noted:

| Cabinet Member | Decision |
| --- | --- |
| Cabinet Member for Economic Growth | In approving the making of an allocation of £500,000 from the Corporate Priorities Programme to establish a Staffordshire COVID-19 Small Business Emergency Grant Scheme to provide an immediate emergency, grant based, financial support of up to £1,000 to help the smallest and most vulnerable businesses, including micro business and sole traders, across Staffordshire in the wake of the current COVID-19 pandemic crisis. The Programme to act as a fund of last resort. |

**140.  Forward Plan of Key Decisions**

The Forward Plan of Key Decisions for the period 17 June to 21 October 2020, which detailed the following issues, was approved:

| Subject Matter | Contact |
| --- | --- |
| Mitigation Plans for Cannock Chase Special Area of Conservation | Name: Janene Cox<br>Tel: (01785) 278368 |
| Staffordshire County Council COVID-19 Planning and Recovery | Name: Janene Cox /<br>Andrew Donaldson<br>Tel: (01785) 278368/<br>278399 |
| Final Financial Outturn Report for 2019/20 | Name: Rachel Spain<br>Tel: (01785) 854455 |
| South Staffordshire Growth Agreement - Project Update | Name: Anthony Hodge<br>Tel: (01785) 277204 |
| Recommissioning of Home Care Services | Name: Helen Trousdale<br>Tel: (01785) 277008 |
| Treasury Management report for the year ended 31 March 2020 | Name: Rob Salmon<br>Tel: (01785) 276354 |
| North Staffordshire Ministerial Direction for Nitrogen Dioxide - Project Update | Name: Clive Thomson<br>Tel: (01785) 276522 |
| Refurbishment of Council Owned Older People Nursing Home | Name: Andrew Jepps<br>Tel: (01785) 278557 |
| Children's and Families (including SEND) System Transformation | Name: Janene Cox<br>Tel: (01785) 278368 |
| Waste Disposal Arrangements in the North of Staffordshire from 2025 | Name: Clive Thomson<br>Tel: (01785) 276522 |
| Nexxus Trading Services Limited - Annual Report 2019/2020 | Name: Dr Richard Harling<br>Tel: (01785) 278700 |

**Philip Atkins OBE**
**Leader of the County Council**

**Minutes of the Property Sub-Committee Meeting held on 3 June 2020**

Present: Philip Atkins, OBE (Chair)

Mark Deaville                     Philip White
Alan White (Vice-Chairman)        Mark Winnington

**Also in attendance:** Gill Burnett, Kyle Robinson and Simon Tagg

**PART ONE**

**255.   Declarations of Interest**

Attending as Observers, both Mrs Burnett and Mr Tagg declared a personal interest in the item on Kidsgrove Leisure Centre in view of their links to the Project to re-open the Centre.

**256.   Minutes of the Meeting held on 6 May 2020**

**RESOLVED** – That the minutes of the meeting held on 6 May 2020 be confirmed and signed by the Chairman.

**257.   Exclusion of the Public**

**RESOLVED** – That the public be excluded from the meeting for the following items of business which involve the likely disclosure of exempt information as  defined in the paragraph of Part 1 of Schedule 12A of the Local Government Act 1972.

**258.   Kidsgrove Leisure Centre (exemption paragraph 3)**

The Sub-Committee had previously approved the transfer of the County Council's freehold interest in the Kidsgrove Leisure Centre to Newcastle-under-Lyme Borough Council, for a nominal sum together with a contribution equivalent to the estimated demolition costs of the current end of life building (£363,000), subject to Terms relating to the future use of the Centre and timescales within which such use would commence.(7/11/18 – Clause 85).

An update was submitted on the progress of negotiations with Newcastle-under-Lyme Borough Council, their longer term development proposals for the Centre and the costs being incurred by the County Council pending the transfer of the site. The County Councils proposed responses to the Borough Council's submission were detailed and discussion centred on the proposal that the County Council clawback the costs being incurred in securing and maintaining the site whilst negotiations continued.

As the Local Member for the area, Mr Robinson attended the meeting and submitted oral and written representations supporting the County Councils position  with the exception of proposals to claw back from the Borough Council the securing and maintenance costs being incurred during the extended negotiation period.  Mr Robinson argued that the proposed clawback would have a significant financial impact on the

- 1 -

Community Interest Group and would be contrary to the spirit of joint working between the two Councils.

Attending as an Observer and invited to speak in his role of Leader of Newcastle under Lyme Borough Council, Mr Tagg gave an update on his Authority's position with regard to the transfer of the Centre from the County Council, indicating that Capital Programme funding for its development had been set aside and that the 5 October 2020 proposed final date for handover could be met by his Council.

Attending as a Observer and invited to speak as a representative for the Kidsgrove area, Mrs Burnett urged the Sub-Committee to avoid clawing back the costs of securing and maintaining the site.

**RESOLVED:**

    **(i)** That the deadline for the transfer of the freehold interest in Kidsgrove Leisure Centre to Newcastle-under-Lyme Borough Council be extended to 5 October 2020; and

    **(ii)** That with regard to the ongoing security and maintenance costs for the site, 50% of the costs incurred from 1 April 2020 be deducted from the payment to be made to Newcastle-under-Lyme Borough Council towards the demolition costs; such deduction to continue until completion of the transfer of the freehold interest.

    **(iii)** That in relation to the amended Terms as proposed by the Borough Council, the County Councils stance be as indicated in the report now submitted.

## 259. Stafford Borough Council Civic Centre, Stafford - Proposed Lease of Part of Second Floor (exemption paragraph 3)

The Sub-Committee considered proposals to enter into a formal lease for the use of part of the second floor of Stafford Borough Council's Civic Centre as accommodation for a Public Health Clinic.

**RESOLVED** – That approval be given to the entering into of a Lease on the Terms indicated in the report now submitted.

## 260. Greenwood House Health Centre, Burntwood - Section 2 Agreement (exemption paragraph 3)

Subsequent to the Sub-Committee's previous decision (4/3/20 – Clause 237) to enter into a Section2 Agreement with NHS England for the development of a Health Centre and Pharmacy on the site of Greenwood House, Burntwood, members considered an update report on the detailed Terms of the Agreement.

Particular reference was made to the proposed extension of the permitted development period in order to cater for the previously unseen possibility of delays being caused due to the COVID 19 Pandemic. Members were also reminded of the proposal to limit the Contingency provision in the costings to 10% and the possible implications thereof for the County Council.

As Local Members for areas whose residents would be served by the development, Mrs Fisher and Mrs Woodward had submitted representations supporting the recommendations.

**RESOLVED –**

**(i)** That approval be given to  the Council entering into a Section 2 Agreement with NHS England (NHSE); accepting £5,698,226.00 (inclusive of VAT) ('the NHSE Funding) in return for the Council constructing a new health centre, on Staffordshire County Council owned land  in return for a 60-year peppercorn rent arrangement.

**(ii)** That the additional Terms as agreed since the Sub-Committee's original decision, particularly regarding COVID 19, be noted;

**(iii)**That the agreement to the fixed 10% contingency level (included as part of the NHSE Funding) and the acceptance of the potential implications for the County Council be re-confirmed.

**Chairman**

**Cabinet Meeting on Wednesday 17 June 2020**

## Impact of COVID-19 on SCC Communities, Economy, and Organisation and Recovery Approaches



**Cllr Philip Atkins, Leader of the Council said,**

"Throughout this pandemic, the people of Staffordshire have pulled together to help keep people safe, protect the vulnerable and support one another.

While the shadow of Covid-19 will undoubtedly be felt for some time, it is the resilience and spirit of Staffordshire people which will help us bounce back from this crisis.

It is great to see more pupils back at school, more people back at work and more businesses reopening their doors.

With lockdown restrictions continuing to be eased it is important that we all stick to the rules to prevent a second peak infection, which could undo much of the progress made.

We will of course not forget the huge toll Covid-19 has already taken on the county, but our priority now must be on looking to the future, kick starting our economy and reopening this county for business, for investment, for growth and ultimately for the benefit of Staffordshire families."

**Report Summary:**

This paper details the approach that Staffordshire County Council will take to our planning and recovery from the COVID-19 pandemic. It identifies the high-level impacts of COVID-19 on our communities, the economy and organisation and includes the timescales for easing restrictions.

It also describes the learning that has been taken from the response phase, the high-level priorities for recovery across the council and our progress against these.

We recognise that this will not be a traditional recovery and it will take an extended period of time therefore regular reports on progress will be brought to Cabinet for decisions and updates where appropriate.

**Recommendations**

I recommend that Cabinet:

a. Note and endorse the approach to recovery

b. Endorse the approach to understanding the impact of COVID-19

c. Endorse the high-level priorities and plans from each of the recovery areas contained in appendices 2-9

## Cabinet – Wednesday 17 June 2020

## Impact of COVID-19 on SCC Communities, Economy and Organisation and Recovery Approaches

**Recommendations of the Leader of the Council**

I recommend that Cabinet:

a. Note and endorse the approach to recovery

b. Endorse the approach to understanding the impact of COVID-19

c. Endorse the high-level priorities and plans from each of the recovery areas contained in appendices 2-9

**Report of the Director of Corporate Services**

**Reasons for Recommendations:**

**Background**

1. On 27th April 2020 the SCC approach to recovery from COVID-19, the establishment of the SCC Planning and Recovery Group, its purpose, objectives, governance structure and terms of reference, principles for recovery and a high-level timeline for recovery, for use in planning was endorsed and agreed. (Appendix 1: SCC COVID-19 Planning and Recovery Group).

2. The SCC Planning and Recovery Group is now meeting weekly and linking to the multiagency Staffordshire Resilience Forum's Recovery Coordinating Group (RCG), which is meeting every 2 weeks. This RCG co-ordinates multi-agency actions, and is jointly chaired by Chief Executive John Henderson, and Jon Rouse, City Director, Stoke-on-Trent City Council.

3. A paper detailing the SCC response to the COVID-19 emergency, requesting that thanks be extended to our staff, care workers and volunteers for their efforts to support the response, and seeking approval for financial measures related to the emergency response, was agreed by Cabinet on 20th May 2020.

**Approach to Recovery**

4. This is not recovery as we have previously known it. The COVID-19 pandemic is the biggest, longest, deepest peacetime emergency we have ever faced, and it is unlikely the world will ever be the same again – it has changed in ways we could not have anticipated.

5. The public health measures that we have to put in place to manage this (social distancing, infection prevention and control) will be with us for some time and "going back to normal" is not an option in the short or medium term

6. So, planning and delivering "recovery" will be different from other recoveries that we have previously managed. The virus may re-emerge as lockdown is eased and restrictions are lifted, possibly over a period of a year or more, and therefore there will be no straightforward handover from response to recovery. Flexibility will be required.

7. We need to start recovery by understanding the impact that this emergency has had on our communities, economy and organisation; the likely timescales for easing of government restrictions; the decisions that we have made during the emergency period and what these have meant for SCC; and the threats and opportunities that these have provided.

8. We have organisational backlogs to manage, demand increases are expected in some areas, provider markets have been de-stabilised, the voluntary sector will be fragile, there will be unmet and changing vulnerabilities that will have emerged within our communities, and there is an extensive economic and business impact, with related human costs.

9. However, change can be a good thing. We acknowledge that there were things we wanted to change prior to COVID-19 – this is why we had a corporate transformation plan and our response to COVID-19 has accelerated some of that change. Out of necessity we have made a lot of progress in a short space of time and there are many aspects of this that we do not want to lose.

10. As an organisation we have become a more flexible and dynamic workforce by successfully employing agile working practices and digital solutions. Our internal and external collaborations and relationships have also improved. A culture of trust has been created through staff empowerment, support for and by our communities has accelerated and we have been able to share data and make intelligence-driven decisions.

11. There is now an opportunity to shape a different future, addressing our threats and building on the positive outcomes from this emergency. As we recover, we need to understand which of our activities that have been paused need to be reinstated and how best to do that, and which aspects of our emergency response we would want or need to continue with, to move both the council forward and meet the expectations of our communities.

12. We also recognise that there is a need to reset our five strategic priorities and four principles as we emerge from the emergency. We need to develop a revised strategic plan and MTFS process to address the impacts of COVID-19 on our strategies (digital, people, communities and climate), transformation programmes and organisation, and the reshaped vision of the future. This will be a year of transition as we move towards a reshaped future.

**Understanding the Impact of COVID-19**

13. Coronavirus COVID-19 continues to circulate across the world and in the UK. As of Friday 5th June, there have been 6.7 million confirmed cases and more than 393, 500 deaths globally, with 281,661 confirmed cases and 39,904 deaths in the UK.

14. In Staffordshire we have had 2,277 confirmed cases and 704 deaths. From week beginning 8th May we have experienced a significant decline in both the number of confirmed cases and in COVID-related deaths. However, this trend is dependent upon the continuing observance and success of control measures.

15. These are tragic data, for our residents and communities and alongside the immediate health impacts there will be an ongoing impact as the economy adjusts, our communities experience both social and financial changes and our organisation responds to the changing and emerging needs of a post-COVID-19 society. To fully understand the nature and scale of this impact the SCC Insight Team is collating and analysing the latest national, international and local data and thinking on the potential long-term impact of the pandemic on the people of Staffordshire.

16. This analysis will look at public perceptions and the impact on the economy, skills and infrastructure; health and care, children and families; and our communities. It will focus on the outcome challenges we faced pre-pandemic, to understand what the future may look like post-pandemic. It will also consider any emerging risks and threats which could surface within Staffordshire as a result of the pandemic.

17. It will explore key messages from national research into the public's views on recovery post-COVID-19; how behaviours have changed during the pandemic, and what this might mean as we ease out of lockdown for how we live, study and work; and the expectations of the state and public sector. It will look at the rise of social action and volunteering during the pandemic, and views on whether this can be sustained post-COVID-19; the impact on the growth and sustainability of the voluntary and community sector; and will aim to understand which Staffordshire localities and cohorts of people have been worst hit during the pandemic.

18. This analysis will inform our recovery plans in the short, medium and longer term to ensure we maximise the outcomes for the people of Staffordshire.

**Timescales for Easing Restrictions**

19. Our recovery plans will be informed and driven by the national guidance and timescales on easing restrictions. The first detailed guidance was published on 11th May and was followed by a statement in the House of Commons. We do anticipate more specific guidance being issued regularly, in line with the ascertained and predicted risk to public health.

20. Analysis of this initial guidance has been completed and the implications for the organisation and Staffordshire as a whole is informing the emerging recovery

plans. In the short term we have addressed, alongside partners, the safe reopening of our Household Waste and Recycling Centres, the carparks at our country parks, and some of our buildings, and supporting as appropriate the planning for the safe re-opening of schools to identified year groups. We will continue to shield the most vulnerable.

**Decisions that have been made during the emergency period and what these have meant for SCC**

21. A paper referenced at point 6 (Staffordshire County Council's Response to Coronavirus COVID-19) was taken to Cabinet on 20th May which details SCC's extensive response to the COVID-19 pandemic: this includes changes that have been made to some working practices, services that have been suspended, new initiatives that have been undertaken, redeployment of staff to critical areas and support to the local economy.

**Learning that has been taken**

22. The COVID-19 outbreak has required a rapid response to an unprecedented situation, and this has not been without challenges. An exercise is being completed to understand the lessons we have learnt as a council throughout this period – what has been done well, what we could have improved upon. The initial outcomes from this exercise confirm the principles, at point 27, which have been agreed to underpin the recovery process and the completed exercise will be shared with Cabinet at a later date and will feed the recovery plans moving forward.

23. Importantly, the COVID-19 emergency has provided an opportunity to do things differently in a very short period of time – what might have taken several months to achieve has been addressed rapidly and positively through the emergency. For many this has been a challenging situation which has driven innovative and creative solutions that have been embraced by the wider workforce and our communities.

24. A set of principles, derived from the learning over this period will underpin our recovery process to ensure we move forward as an organisation towards a new normal, and meet the expectations of our communities, rather than simply revert to where we were. These principles will be applied when we reinstate services, build on those we have changed or develop new ones:

   a. Continue to **trust, empower** and **support** our workforce to remain **ambitious** in recognition of the flexibility demonstrated
   b. **Digital** working solutions – we retain and enhance digital solutions
   c. **Collaboration** both internally and externally
   d. Culture of **One Team** is embedded, making best use of **skills** and **resources**
   e. **Community** Support continues and is enhanced
   f. **Proactive** in managing demand and ensure collective responsibility for all vulnerability
   g. **Intelligence led** enhanced by positive **data** sharing
   h. Keep what is **best for the resident/citizen and business**

i. Ensures **financial sustainability**

**Resetting the Corporate Strategy**

25. To ensure SCC moves forward to a new normal following the COVID-19 emergency, a timeline is being developed for re-setting the Strategic Planning and the MTFS process, which will include engagement with Cabinet and SLT, and senior managers across the organisation. Work is also being undertaken with the leads of the five council priorities and four principles to reassess plans, mitigate risks and exploit new opportunities. However, it was recognised at Informal Cabinet that the core vision, mission and principles remain valid for the Local Authority,

26. The new Corporate Delivery Plan which emerges will include the outputs from the planning and recovery work across the council to ensure a coherent single delivery plan for 2021/22.

**Priorities for Recovery**

27. As detailed in Appendix 1 (SCC COVID-19 Planning and Recovery Group), each directorate is leading recovery for its own area, and recovery which cuts across all the directorates is being led through recovery groups linked to the four principles – communities, digital, people and climate change. Any coordination of activity required is managed through the SCC Planning and Recovery Group.

28. The high level and immediate priorities for each directorate and corporate principles group are appended:

   a. Health and Social Care (Appendix 2)
   b. Families and Communities (Appendix 3)
   c. Economy, Infrastructure and Skills (Appendix 4)
   d. Corporate Services (Appendix 5)
   e. Communities (Appendix 6)
   f. Digital (Appendix 7)
   g. People (Appendix 9)
   h. Climate Change (Appendix 9)

**Health and Social Care (see Appendix 2)**

29. The immediate and high-level priorities for Health and Care along with high level timescales and associated risks are detailed in Appendix 2. A summary is included below.

30. The recovery plan for Public Health and Prevention has three objectives:

   a. **Health protection**. We will continue to provide expert public health advice and guidance to support infection prevention and control, and implement the local elements of the 'test, track and trace' system once these are known.

b. **Embrace transformational opportunities**. We will seek to maintain the additional volunteering and community capacity that has emerged during the pandemic to continue to support vulnerable people – including the launch of the "Do-it" app. We will promote assistive technology as an alternative and complement to care.

c. **Manage the impact of COVID-19**. We will review and develop a public health strategy and appropriate services to mitigate the ongoing risks from COVID-19 – for example obesity, poor mental health, and addiction problems.

31. The recovery plan for Adult Social Care & Safeguarding has four objectives:

a. **Recover operations**. We will clear the backlog of assessments created by the implementation of Care Act Easements, and the backlog of reviews that has built up during the emergency response by the end of September 2020 and we will ensure that future demand pressures can be managed.

b. Embrace **transformational opportunities**. Work to implement video and telephone social care assessments and reviews as routine and enable staff to work flexibly.

c. Harness the **improved ways of working** that have been evident during the emergency response.

d. Review our **adults learning disability provider services.** We will identify and trial new ways of providing support in the context of the requirements for social distancing and 'shielding'.

32. The recovery plan for Care Commissioning has four objectives:

a. **Recover operations**. As the backlog of assessments and reviews is cleared, we will arrange the right care for people. We will continue supporting care providers with specific quality challenges.

b. **Embrace transformational opportunities**. We will review urgent care pathways, along with the NHS, to continue to minimise unnecessary emergency admissions to hospital and facilitate timely discharge. We will draw on volunteering and community capacity as well as assistive technology to support people who need care.

c. **Ensure care market resilience**. We will continue to advise care providers about infection prevention and control, PPE, social distancing and 'shielding', and 'test, track and trace'. We will ensure that the extraordinary efforts of care workers across the county are recognised and seek to promote recruitment.

d. **Review the care market**. We will identify and trial alternatives to day services and replacement care to ensure support in the context of the requirements for social distancing and 'shielding'. We will also consider the long-term implications of COVID-19 for care providers.

**Families and Communities (see Appendix 3)**

33. The immediate and high priorities for Families and Communities are detailed in Appendix 3.

34. Throughout the response Families and Communities have continued to collate comprehensive data and performance information which identifies the impact of

COVID-19 on our children, families and our workforce within children's social care, education and the voluntary and community sector providers. This information is reviewed regularly to understand the changing impact on capacity and demand across the Children's system as we move into the recovery phase it will enable us to predict, respond and direct resource appropriately during the easing of lockdown.

35. We are working with our partners to identify the most vulnerable children, families and care leavers who are at greatest risk of their needs escalating if preventative work and support is not provided to them at the earliest opportunity. People living with domestic abuse, poor mental health, vulnerable children not taking up their school offer and families with multiple 'risk factors' are being prioritised through the provision of appropriate support and direct work.

36. We are strengthening our relationships with our partners and providers through effective and intensive joint working which is adaptive to changing need. We are offering support to prevent provider failure to ensure that there is the capacity to meet demand as lockdown eases. We are continuing to develop our workforce offer of training and support to staff and managers and developing virtual direct working tools for our practitioners.

**Economy, Infrastructure and Skills (see Appendix 4)**

37. Business Continuity Plans have held throughout the response and most services have adapted and continued despite social distancing measures by diverting resources from areas that had slowed down or by moving to a digital platform. As a result, there are no significant service backlogs in Economy, Infrastructure and Skills (EIS) to address, however, services in a number of areas are continuing to experience increased pressures.

38. The initial priority has been planning the re-opening of services in line with the easing of the lockdown. The first phase of this has been the successful re-opening of the Household Waste Recycling Centres (HWRCs) on 14 May 2020. The approach to managing the HWRCs is being reviewed daily and adapted to try to return to a full socially distanced service as soon as possible.

39. A key priority is to plan for, and deliver, new ways of working across a number of areas in light of social distancing measures. This will be particularly complex for some services for example home to school transport and school crossing patrols. Within Employability and Skills there is likely to be a need to scope alternative delivery models for Community Learning, College and Training Providers for the start of the new academic year.

40. Work has also commenced to support all other service areas to return to normal especially where staff have been directed to support other critical activity or where there has been a financial impact of services being placed on hold or delayed. Further detail on the immediate priorities across Economy, Infrastructure & Skills is set out in Appendix 4.

41. Economic recovery is being taken forward as a separate cell with its own recovery plan so that we can actively plan for delivery of a digital, clean, high-value local economy post-Covid19. Further information on the Economic Recovery and Renewal Strategy is described in the following section.

**Economic Recovery, Renewal and Transformation (see Appendix 4)**

42. Our strategy aims to:

   a. Understand the potential impacts of COVID-19 on the local economy
   b. To develop and implement plans to mitigate against these impacts
   c. To develop plans to refresh and reinstate delivery programmes that are aligned to our strategic priorities as appropriate.
   d. To develop plans for new programmes that will support the recovery, renewal and transformation
   e. Work with our partners
   f. Throughout the delivery of the strategy, continue to maintain confidence and trust of the business community through communications and engagement.

43. The five economic themes that form the integral part of our Strategic Plan and the national and local industrial strategies remain relevant however strategic priorities for these themes will be reconsidered in response to the COVID-19 crisis and possible prolonged economic downturn.  The strategic priorities for these themes that will achieve our overall mission and objectives are considered against the four non-linear phases of the strategy; *Respond, Recover, Renew* and *Transform*.

44. Our goal is to transform our economy following the phases as follows:

   a. **Business Environment:** support and deliver schemes where this is supporting companies to start-up, invest and thrive within those clean, high-value and transformational sectors that will form a vital part of the future Staffordshire economy including sites, premises and finance schemes.

   b. **People:** work with local and surrounding skills providers to develop the skills amongst our population that will meet the needs of the clean, high-value and transformational businesses we are aiming to develop and attract.

   c. **Infrastructure:** deliver those infrastructure projects that will support the growth of those clean, high-value and transformational sectors that will form a vital part of the local economic in the future, with a particularly focus on digital connectivity given the significant shift in businesses / working practices through the crisis and the inward investment opportunities this presents.

   d. **Place:** consider the long-term vision for Staffordshire as a place, including the changing role of many town centres and how we continue to protect and support the development of our cultural and environmental assets and rural areas.

e. **Ideas:** develop those innovation assets, employment sites and premises that will support the creation and investment of clean, high-value and transformational businesses. This may include the development of further science parks where businesses and the university co-exist and co-operate.

**Corporate Services (see Appendix 5)**

45. There are three groups within Corporate Services which focus upon the priority areas for recovery: Governance; Property; and Legal. The corporate functions, Digital and People, are captured as separate workstreams within the recovery structure.

46. The Governance group is focussed upon ensuring that the ways of working, our policies, processes and any amendments to our constitution are informed by the learning which we have captured from our response to the COVID-19 emergency.

47. The Property group is revisiting the property programme to ensure that it will address future needs; build upon the learning from the response; and to understand whether previous decisions on rationalisation are still valid in a post-COVID-19 era. This group will also assess the impacts upon the MTFS of any revisions of earlier decisions

48. The County Council's Registration Services which have significantly amended their processes and methods of engagement as part of the response phase are awaiting national guidance from General Register Office (GRO). Once this is received, they will plan the most suitable approach to ensure that ceremonies can resume whilst recognising the need for social distancing.

49. All of the Corporate working groups are examining the opportunities that have arisen through the development of new ways of working during the COVID-19 emergency. We do recognise that it will be important that where appropriate they become embedded into our practice, and that any financial opportunities (savings or additional income) are exploited.

**Communities (see Appendix 6)**

50. Across the County we have experienced an incredible response from our communities to COVID-19. Staffordshire County Council has been working flexibly and at pace with residents, VCSE organisations, public sector partners, and local businesses who have all provided support to the most vulnerable.

51. We recognise that we must learn from the COVID-19 response to further develop and embed positive and agile working relationships with our communities. We must continue to build on this momentum to sustain increased levels of volunteering and community engagement at a local level.

52. Staffordshire County Council will also work with partners to mitigate the risks and challenges that communities will continue to face as we respond to COVID-19, in

particular ensuring the sustainability of the VCSE sector and re-starting local offers and services provided by and delivered from children's centres and libraries.

53. The Communities Recovery Group has identified the following immediate actions to begin the community recovery process:

   a. Agree scope of Communities Recovery Group and any required sub-groups with the People Helping People programme board.
   b. Plan for the re-opening of community services, including libraries, archives and heritage, children's centres and country parks
   c. Identify learning from our response to COVID-19 and how this can be sustained.

54. This work will result in a series of recommendations which will inform Staffordshire County Council change programmes and refresh the Communities Delivery Plan in September as part of our Business Planning process. The Communities Recovery Group has also identified a series of risks for communities following COVID-19, and will continue to work with partners, members and the People Helping People programme board to mitigate these wherever possible.

**Digital (see Appendix 7)**

55. Prior to the COVID-19 crisis, the County Council was developing an ambitious strategy and clear programme of delivery for 2020/21.   A new strategy and delivery programme had been agreed by the Senior Leadership Team in February and was scheduled for a Cabinet discussion in April.

56. We need to be bold and ambitious in our digital aspirations and presume that the digital progress we have made is embedded as part of the "new normal" as far as possible.

57. Working with the Cabinet Members and the Digital Programme Board, work has begun to reset the programme, informed by the learning and innovation from the response phase.   An update of the strategy and draft programme will be presented to Cabinet in June and if agreed this will be followed by a fully developed programme in September 2020.

**People (see Appendix 8)**

58. The People Strategy contains priorities to support the organisation in line with our vision for Staffordshire and whilst many of these priorities will remain the same, there is likely to be an acceleration of some and a potential deceleration of others based on the new emerging priorities and recovery plans across the wider organisation.

59. The main priority for the People Strategy and the wider HR function will focus on easing the lockdown and supporting the organisation to establish new ways of working. Existing plans for key priorities including Smart Working and reviewing our People policies and procedures will now be reassessed to reimagine our

vision for Smart Working, learning from and building on how remote working has been utilised within the response to the pandemic.

60. It is likely in the future that there will be an increase in remote working and our People policies and approaches need to reflect this and provide support, advice and guidance to staff and managers to deal with issues such as performance conversations, managing absence, learning and development and capability processes. We need to develop these approaches alongside the business to ensure the smooth transition to a new way of working.

61. The wider HR function will need to address how it emerges into its own "new normal". We will identify how backlogs in Casework are addressed, support future recruitment and work with managers to assess the impact that the crisis has had on existing change programmes. We do anticipate delays and possible changes to proposals that have previously been agreed and we will work with the business, via our Business Partners, to identify these issues and provide appropriate support.

**Climate Change (see Appendix 9)**

62. The current Climate Change Strategy, 'Green Shoots' is in the process of being refreshed following the declaration of a Climate Change Emergency by the Council in July 2019. The emerging plan contains four key climate change themes to support the organisation; improved air quality; reduction in carbon; protecting the environment; and minimising waste.

63. Our initial priority will be to ensure that the response and recovery plans across the council support the delivery of our priorities or as a minimum has a neutral impact.

64. The intention is to then review and reset our 12-month Climate Change Action Plan informed by the response to the COVID-19 pandemic and review the required governance to take forward delivery.

**Finances - Impact on MTFS**

**2020/21 and the immediate response**

65. The county council received an additional emergency grant from MHCLG totalling £38m to respond directly to the crisis, with a further £9.9m from DHSC to be used to support the care sector. The estimated financial impact of the crisis, which includes direct expenditure, loss of income and delays to cost reduction/transformation programmes is expected to be approximately £50m. Cabinet have approved the allocation of the additional grant to the revenue budget for 2020/21.

66. As we move into recovery, it is recognised that there is a great deal of uncertainty facing local government finances. Therefore, as part of the recovery plans, services must continue to manage their finances within their approved 2020/21 budget (as adjusted for emergency grant allocations).

67. The current MTFS is predicated on delivering a £62m cost reduction programme. The response to the pandemic has impacted upon our ability to deliver this programme. It will be important to continually assess and monitor this programme and ensure that we adhere to the agreed principle of "£ in : £ out". This may mean that through the Directorate recovery plans alternative options may need to be identified which replace delayed cost reduction measures. In addition, any windfall savings that may arise due to reductions in demand for our services should be allocated to cover gaps.

**2021/22 and beyond**

68. Prior to the pandemic there were a range of 'unknowns' as part of the financial planning. These included, for example, the 2020 Spending Review, The Fair Funding Review, Business Rates Retention, Adults Social Care Green Paper, reforms of schools funding and SEND funding.

69. These issues remain as we move into recovery. The response to the pandemic has generated additional pressures particularly with council tax and business rates collections, income from fees and charges, and the pause in the cost reduction programme.

70. The COVID-19 pandemic has shone a spotlight on the funding issues facing local government and the care sector. Through a combination of a huge local effort and non-recurrent funding SCC has been able to mount a successful response, limit the number of cases, and maintain care and support for vulnerable people. It is recognised that this is not sustainable without a longer-term funding settlement. Without sustainable funding the care sector will remain fragile and will not be resilient to future emergencies.

71. As we prepare to recover it is currently unclear how the government intends to respond nationally to the overall costs of the response to the crisis. However, it is likely as we move further into recovery that our communities and our economy may require more of our support than previously.

72. The work of the whole council in the Recovery Phase will inform the MTFS which is expected to be re-set. At this point it is not possible to be specific about changes to the MTFS until the recovery work is further progressed.

73. As we manage the recovery process it will be important that SCC maintains flexibility in its plans, funding decisions and unallocated reserves to enable an effective response. It also remains imperative that the £62m cost reduction programme is delivered.

74. We must as part of our overall strategy continue to work closely with government to identify solutions to the current problems, however it seems likely that difficult decisions lie ahead, particularly with regard to the total quantum of funding that the sector has identified as being required to support our residents, community and economy.

**Risks Identified**

75. There is a risk of delay in the implementation of our plans. Current planning is based on recovery timescales linked to lockdown restrictions easing, and these timescales from central government are currently tentative and maybe subject to rapid change.

76. There is a risk that COVID-19 may re-emerge, and this will impact recovery timescales.

77. There is a risk to the Local Authority's finances and MTFS, as the costs of recovery are currently unknown, linked to unknown future funds and funding settlements from central government.

78. There is a risk that the response and recovery of individual partners may inadvertently negatively impact the Local Authority's plans.

79. There is a risk that individual partners recover in silos, reducing the likelihood of improved future public sector provision.

80. There is a wider social impact risk from COVID-19 on residents' individual finances and mental health, which may mean the Local Authority will have to intervene more actively to support people.

## List of Background Documents/Appendices:

**Appendix 1**  SCC COVID-19 Planning and Recovery Group (27.04.20)
**Appendix 2**  Health and Care Recovery Plan
**Appendix 3**  Families and Communities Recovery Immediate Priorities
**Appendix 4**  EIS Recovery Approach and Proposals
**Appendix 5**  Corporate Services Recovery Approach
**Appendix 6**  Communities Recovery Group - Priorities, Recommendations and Risks
**Appendix 7**  Digital Recovery
**Appendix 8**  People Strategy Recovery
**Appendix 9**  Climate Change Recovery Approach Proposals

**Community Impact Assessment** – Summary Document

## Contact Details

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![Staffordshire County Council logo]

**SCC Covid-19 Planning and Recovery Group**

**Approach and Terms of Reference – 27th April 2019**

Summary

1. This paper details the SCC approach to recovery, the SCC Planning and Recovery Group purpose, objectives, governance structure and terms of reference, principles of recovery and a high-level timeline for recovery for use in planning.

Context

2. Staffordshire's emergency response to the Covid-19 pandemic has been operational for eight weeks through the Staffordshire Resilience Forum's Strategic Response Coordinating Group (SCG), operationalised for the County Council through its Incident Management Team (IMT), taking direction from central government and addressing the immediate needs of residents and our workforce through changes to provision, systems and working practices.

3. Now that the emergency measures to maintain essential existing services and deliver new support during the spread of the pandemic have been and continue to be delivered, the focus needs to move to planning for recovery – recovery for our communities, the economy and our organisation.

4. This process will be formally triggered by the Chair of the SCG at an appropriate point and the Staffordshire Recovery Coordinating Group (RCG) will be established. Most of the recovery, however, will be led by individual partner organisations and the County Council is establishing a Planning and Recovery Group (SCC PRG) to take this work forward.

5. It is acknowledged that response and recovery will run in parallel for a period before the SCC PRG is fully operational and that, dependent on the re-emergence of the virus over time, recovery may pause while the IMT readdresses emergency response.

Approach to Recovery

6. This is not recovery as we have previously known it. The Covid-19 pandemic is the biggest, longest, deepest peacetime emergency we have ever faced, and it is unlikely the world will ever be the same again – it may be similar, but not the same.

7. So, planning and delivering "recovery" will be different from other recoveries that we have managed. The virus may re-emerge as lockdown is eased and restrictions are lifted, possibly over a period of a year or more, and therefore there will be no straightforward handover from response to recovery. Flexibility will be required.

8. We need to start recovery by understanding the impact that this emergency has had on our communities, economy and organisation; the likely timescales for easing of government restrictions; the decisions that we have made during the emergency period and what these have meant for SCC; and the threats and opportunities that these have provided.

9. We will have organisational backlogs to manage , demand increases are expected in some areas, provider markets have been de-stabilised, the voluntary sector will be fragile, there will be unmet and changing vulnerabilities that will have emerged within our communities, and there is an extensive economic and business impact, with related human costs.

10. However, as an organisation we have become a more flexible and dynamic workforce by successfully employing agile working practices and digital solutions. Our internal and external collaborations and relationships have also improved. A culture of trust has been created through staff empowerment, support for and by our communities has accelerated and we have been able to share data and make intelligence-driven decisions.

11. There is now an opportunity to shape a different future, addressing our threats and building on the positive outcomes from this emergency. As we recover, we need to understand which of our activities that have been paused need to be reinstated and how best to do that, and which aspects of our emergency response we would want or need to continue with, to move both the council forward and meet the expectations of our communities.

12. We also recognise that there is a need to reset our five strategic priorities and four principles as we emerge from the emergency. We need to develop a revised strategic plan and MTFS process to address the impacts of Covid-19 on our strategies (digital, people, communities and climate), transformation programmes and organisation, and the reshaped vision of the future. This will be a year of transition as we move towards a reshaped future.

Governance

**Planning and Recovery Purpose**

13. To understand the impact of the Covid-19 pandemic in Staffordshire and to coordinate and assure the activities that will be required for the recovery of our communities, the economy and our organisation over the short, medium and long term, and to reset the council's strategic plan and MTFS

process in light of the threats and opportunities which have emerged through the response to the emergency.

**Planning and Recovery Group Objectives**

14. The proposed Planning and Recovery Group Objectives are:

a. To ensure co-ordination, appropriate challenge, support and assurance to Staffordshire County Council's recovery process

b. To understand the likely progress of the Covid-19 pandemic in Staffordshire, linked to central government guidance on restriction of movement

c. To understand the potential timeline for removal of central government restrictions (including the likelihood of repeated imposition/removal cycles) over the next 18 months

d. To understand the potential impacts of Covid-19 on the county council services and provision; on the economy; and the council strategic priorities and principles

e. To ensure the coordinated and integrated development and implementation of plans to mitigate these impacts, as effectively and quickly as possible, including dissemination of any government funding for this purpose

f. To provide consistency through a set of principles for use by recovery subgroups in recovery planning and implementation, which acknowledges how the council has adapted and moved forward during the emergency response phase and recognising that some of the changes implemented have been beneficial to residents and the council

g. To understand the financial impacts to the Council from responding to and recovering from COVID-19 including direct expenditure, MTFS savings foregone and income lost due to impacts on the wider economy.

**Governance Structure**

15. It is acknowledged that the most appropriate people to lead individual pieces of recovery work are those in the business with existing expertise, who understand in detail the impact Covid-19 and the emergency response has had on their specific remits and responsibilities, and who already hold the relationships with external bodies and partners.

16. Given this, the potential timescale of the recovery period and the need to run recovery alongside business as usual activities, we propose to use existing governance structures to manage and interface with the recovery

process where possible. This will avoid duplication of activity and reporting, while ensuring an overarching coordinated, consistent and integrated approach to manging recovery.

17. The structure below is proposed:
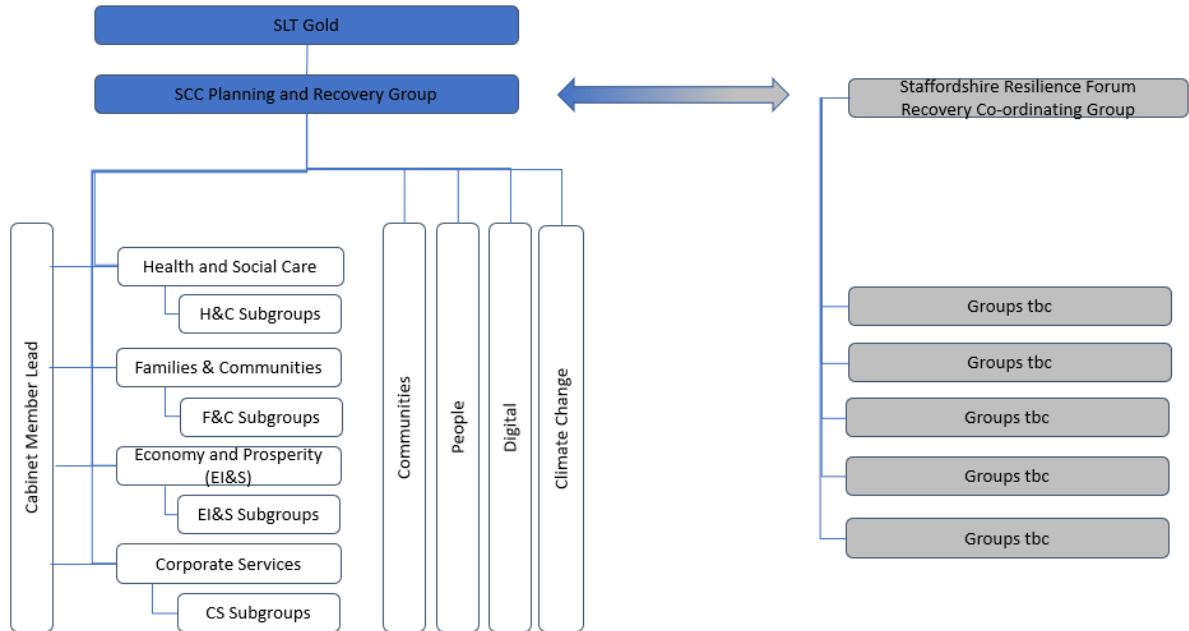


18. Each Directorate SLT will form a number of subgroups to develop and implement recovery plans. These subgroups will report in to their own SLT for agreement, and the Recovery Lead for each Service Area SLT (or subgroup if appropriate) will bring plans, decisions, issues, risks and requests for finance and support to the SCC Planning and Recovery Group to ensure appropriate challenge, consistency and coordination across the council.

19. Likewise, those strands which are cross cutting will report into their respective Strategy Boards for agreement, before bringing plans, decisions, issues, risks and requests for finance to the SCC Planning and Recovery Group.

20. The SCC Planning and Recovery Group will initiate work which cuts across the council, for example, a policy on when and how staff safely return to work following removal of restrictions. Additionally, it will link to the Staffordshire Resilience Forum Recovery Coordinating group (SRF RCG), SLT Gold, and Cabinet, and be informed by shared learning from other local authorities.

**Terms of Reference for SCC Planning and Recovery**

21. The proposed high-level terms of reference are:

a. SCC Planning and Recovery Group

**SCC Planning and Recovery Group**

| | Role | Name |
|---|---|---|
| Chair | SLT Lead | John Tradewell |
| Membership | Accountable Lead<br>Deputy Accountable Lead<br>Civil Contingencies Unit<br><br>Service Area Recovery Leads/Subgroup Leads:<br>H&SC<br>F&C<br>EIS<br>Corporate<br>People<br>Communities<br>Digital<br>Climate change<br><br>Finance<br>Communications<br>Public Health<br>Insight<br>SDM<br>TSU Support | Janene Cox<br>Andrew Donaldson<br>Katie Weston<br><br><br>Jo Cowcher, Andrew Jepps, Andrew Donaldson<br>Deborah Ramsdale<br>Anthony Hodge<br>Tracy Thorley/Andrew Donaldson<br>Sarah Getley<br>Catherine Mann<br>Andrew Donaldson<br>Clive Thompson<br><br>Rob Salmon<br>Cristian Marcucci<br>Claire McIver tbc<br>Kerry Dove<br>Laura Ballinger<br>Deborah Sullivan, Sam Edwards |
| Frequency | Weekly 2 hours, initially | |
| Direction | From: SCC SLT Gold, SRF RCG | To: Recovery Leads, SRF RCG |
| Terms of Reference | To provide:<br>• Coordination of delivery of subgroup recovery plans<br>• Assessment of spend for approval in accordance with existing delegations for coordination and to support recovery delivery<br>• Challenge to and endorsement of recovery plans and decisions<br>• Coordination of SCC-wide recovery plans<br>• Link to Staffordshire Resilience Forum<br>• Resolution of issues, management of strategic risks<br>• Link to Cabinet for information and direction | |

b. Recovery Subgroups

**Recovery Subgroups**

| | Role | Name |
|---|---|---|
| Chair | Recovery Lead | tbc |
| Membership | Recovery Subgroup member<br>Finance support<br>HR support<br>TSU support | tbc<br>Existing Service Area Finance BP<br>Existing Service Area HR BP<br>tbc |
| Frequency | As required | |
| Direction | From: SA SLT, SCC PRG | To: |
| Terms of Reference | To provide:<br>• Production of recovery plans for Subgroup<br>• Key decision-making and management of the subgroup as agreed by SA SLT<br>• Coordination of the delivery of subgroup plans<br>• Visibility of plans, decisions, issues, risks to SCC PRG<br>• Agreement with SA SLT to membership<br>• Appropriate link to Members for information and direction | |

22. The scopes of the individual subgroups will need to be brought to the RPG to ensure no duplication of activity and they will be confirmed at the first meeting.

Principles for Recovery Planning

23. Staffordshire County Council is playing a pivotal role in minimising the impact of Covid-19 locally and being the key strategic place leader for Staffordshire. Our response to the incident has been unprecedented, and

all parts of the organisation have had to radically rethink how they operate, and in some cases transform rapidly.

24. Whilst the Covid-19 outbreak has brought many issues and threats to both the County Council and Staffordshire, how we have responded to the incident, has also brought many positive outcomes and opportunities. To support the organisation through recovery, a set of 'principles' have been drafted that will underpin the actions which we take to recover:

    a. Continue to **trust, empower** and **support** our workforce to remain **ambitious** in recognition of the flexibility demonstrated
    b. **Digital** working solutions – we retain and enhance digital solutions
    c. **Collaboration** both internally and externally
    d. Culture of **One Team** is embedded, making best use of **skills** and **resources**
    e. **Community** Support continues and is enhanced
    f. **Proactive** in managing demand and ensure collective responsibility for all vulnerability
    g. **Intelligence led** enhanced by positive **data** sharing
    h. Keep what is **best for the resident/citizen and business**
    i. Ensures **financial sustainability**

25. Continue to **trust, empower** and **support** our workforce to remain **ambitious** in recognition of the flexibility demonstrated

Staff have been empowered and trusted to make decisions, rapidly. Feedback from staff is positive concerning the flexibility and trust that they have been given. The pace in which some areas and staff have changed how they operate has been miraculous, and this evidences that it is possible to change quickly, and that we have the skills and confidence to tackle challenging issues.

26. **Digital** working solutions – we retain and enhance digital solutions

From all our workforce embracing full-time smart working, to utilising digital solutions to support and stay connected to our most vulnerable residents and families. During the response, we have supercharged delivering digital solutions. It is important we retain and build on this huge step forward in our digital journey.

27. **Collaboration** both internally and externally

New partnerships, and collaborations have been created during this response, with a shared common goal. Many, previous barriers to working in partnership have been overcome, and a commitment to doing the very best for the people of Staffordshire has been at the heart of this

28. Culture of **One Team** is embedded, making best use of **skills** and **resources**

Both IMT, and the response workstreams/cells have included a mix of skills, experience and hierarchy from across the organisation, leading to better results. Staff are finding this hugely positive and empowering – using their skills and expertise where it is most needed, not being restricted by job roles/ titles, or where they sit in the organisation. Previous internal barriers and silos have been left behind, with a shared common goal, of doing the very best for the people of Staffordshire, overriding previous barriers and issues.

29. **Community** Support continues and is enhanced

In Staffordshire, as elsewhere, we have seen an upsurge in social action, and the establishment of new community groups. We have also seen otherwise hidden community groups, come to the fore. It is vital that we harness this social action during recovery and retain and build on as many community groups and individual goodwill as possible.

30. **Proactive** in managing demand and ensure collective responsibility for all vulnerability

Given the fast moving, universal nature of the outbreak, we have had to ensure that we not only consider demand 'hitting our front door', but also as a leader of place, ensure we minimise the impact of the outbreak on every Staffordshire resident. There is also a need to be pro-active in reducing future demand, both in respect of our front door, and for the whole public sector system.

31. **Intelligence led** enhanced by positive **data** sharing


The response has enabled us to effectively share data across the public sector, that previously we were unable too. We have also been able to set up performance frameworks quickly to monitor the response, by accepting that data does not need to be perfect but "good enough" to inform strategic decision making.

32. Keep what is **best for the resident/citizen** (remains at the heart of our thinking)

A key recurring theme, throughout the reflections on 'how' we have tackled the response is that there has been a shared common goal, both externally with partners, and internally amongst staff – doing the very best for the people of Staffordshire. This common goal has been key in breaking down previous barriers and silos. Harnessing and retaining will be a vital consideration during recovery.

33. Ensures **financial sustainability**

34. Immediate priorities

a. Key priorities between 27<sup>th</sup> April and 15<sup>th</sup> May
   - Service response for some easing of current lockdown restrictions
     - Key Services (Waste, County Parks, Libraries

- o Buildings and public opening
- o Workforce and WFH
- o Transport
- Ensuring alignment across the Public Sector in Staffordshire
- Communications strategy for residents and businesses
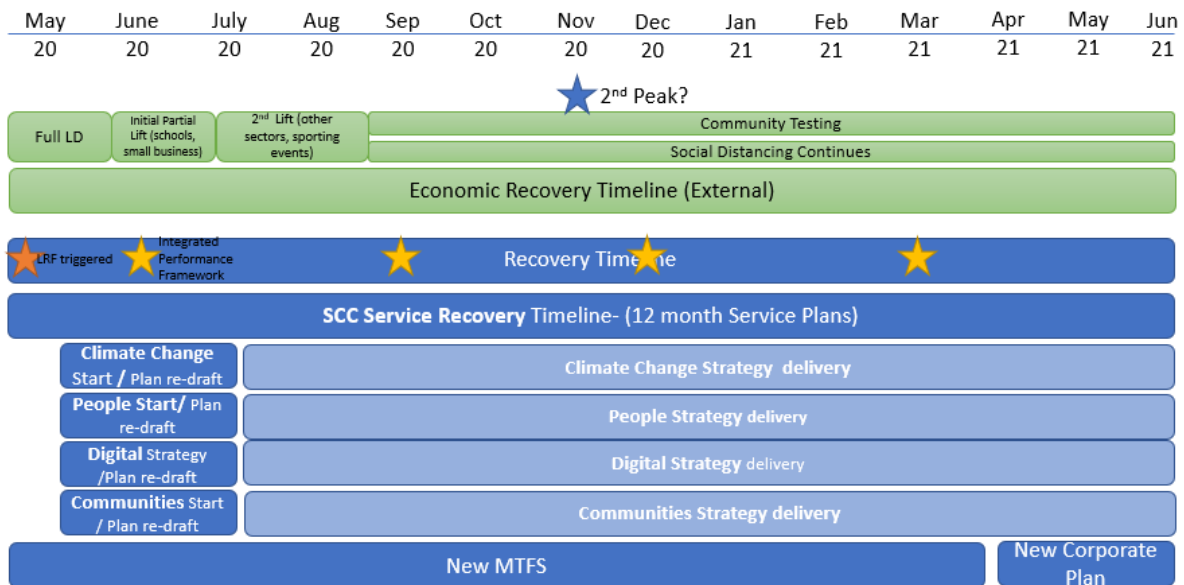- Research piece to help the organisation understand likely impacts and hidden vulnerabilities

b. Service Leads required to:
- Vision and approach to recovery
- Outline what to stop, start, continue
- Any immediate investment, resource requirements
- High-level timeline / plan
- High-level risks

## Timeline

35. Until a timeline for easing lockdown and lifting restrictions is released from national government, it will be difficult to plan for some aspects of recovery. The timeline shown below is considered most likely, and links to the high-level recovery approach.

## Draft Timeline

| May 20 | June 20 | July 20 | Aug 20 | Sep 20 | Oct 20 | Nov 20 | Dec 20 | Jan 21 | Feb 21 | Mar 21 | Apr 21 | May 21 | Jun 21 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|

2nd Peak?

| Full LD | Initial Partial Lift (schools, small business) | 2nd Lift (other sectors, sporting events) | Community Testing |
| | | | Social Distancing Continues |

Economic Recovery Timeline (External)

| LRF triggered | Integrated Performance Framework | | Recovery Timeline | | |

SCC Service Recovery Timeline- (12 month Service Plans)

| Climate Change Start / Plan re-draft | Climate Change Strategy delivery |
| People Start/ Plan re-draft | People Strategy delivery |
| Digital Strategy /Plan re-draft | Digital Strategy delivery |
| Communities Start / Plan re-draft | Communities Strategy delivery |

| New MTFS | New Corporate Plan |

| Report Author: | Janene Cox, OBE, Assistant Director Culture, Rural and Safer Communities |
|---|---|
| SLT Lead: | John Tradewell, Director for Corporate Services |

**Recovery Plan – Health and Care**

1.  COVID-19 has presented a number of opportunities in health and care:
    a)  The profile of public health and adult social care has risen nationally and people understand the importance of these functions and services better than ever. This is an excellent opportunity to lobby for sustainable funding and to ensure recognition of the extraordinary efforts of care workers across the county are recognised and promote recruitment.
    b)  We have seen a surge in volunteering and community support for vulnerable people.
    c)  Assessment processes have been streamlined and speeded up,
    d)  Relationships with the NHS have strengthened further, and contrary to expectations urgent care is working better than ever and we want to preserve these gains.

2.  Equally there remain a number of ongoing challenges and risks:
    a)  There may be a resurgence of the virus with a 'second wave' of infections.
    b)  There will be a long-term economic cost, which will have an impact on people's health.
    c)  There will be a mental and physical impact of ongoing social distancing, 'shielding', isolation and cohorting for vulnerable people.
    d)  We will need to maintain 'test, track and trace', and enhanced infection prevention and control measures in care settings for a long period.
    e)  Care providers are likely to be facing increased costs to maintain services.
    f)  There are financial risks to the Council from increased demand and/or increased costs of services.

**Public Health and Prevention**

3.  The recovery plan for Public Health and Prevention has three objectives:
    a)  Health protection.
    b)  Embracing transformational opportunities.
    c)  Managing the impact of COVID-19.

**Health protection**

4.  We will continue to provide expert public health advice and guidance to support infection prevention and control and the management of cases and outbreaks of COVID-19 in the care sector, schools and workplaces.

5.  We are awaiting more details of the local role in the national COVID-19 'test, track and trace' system and will implement these once known, including to develop skills and capacity for contact tracing if required.

6.  We will also look to restore routine health protection functions including advice on other communicable diseases and non-communicable incidents, as well as assurance of immunisation and screening programmes, with influenza a priority.

**Embracing transformational opportunities**.

7.  COVID-19 has provided an opportunity to make rapid progress with the Supportive Communities programme. Local volunteers and comm unities have stepped forward to support vulnerable people. We will continue to work with voluntary sector organisations and local communities to maintain this additional capacity, including with launch of the "Do-it" app in June.

8.  We will roll out Community Help Points, including 'self-help' training, and promote assistive technology as an alternative and complement to care.

**Managing the impact of COVID-19**.

9.  We will work through the Council's and wider Local Resilience Forum Recovery Co-ordination Groups to explore how partners can redouble their efforts to improve health and well-being and reduce health inequalities through their influence on the environment and their contacts with individuals. This will inform a refresh of the Council's public health strategy and the Health and Well-being Strategy.

10. Businesses have made major sacrifices for the benefit of everyone's health; we will help to repay this cost by supporting employers to develop workplace health initiatives that improve the health and wellbeing of staff. The Public Health and Prevention, Health and Wellbeing Board and Sustainability and Transformation Programme prevention strategies will require a refresh.

11. We will accelerate plans to support healthier lifestyles. We will capitalise on a more digitally enabled population to expand our communications campaigns and promote use of digital tools such as Orcha and Staffordshire Connects. Increasing the number of people engaging in physical activity will be an early priority - we are working in partnership with Sport Across Staffordshire And Stoke-On-Trent to expand current initiatives and to take advantage of the government's £2 billion pledge to increasing walking and cycling. We will also continue to work with the NHS to encourage people to quit smoking, lose weight, address low-level alcohol problems, and promote the Five Ways to Well-being.

12. We are preparing for a likely surge in demand for specialist sexual health and drug and alcohol services and exploring how new ways of working, especially digital consultations, that have been successful during COVID-19 can be continuing to improve efficiency.

**Risks**

13. The main risks are:
    *   A 'second wave' of the pandemic.
    *   Financial instability of voluntary organisations.

- Financial hardship and associated mental ill health.
- More sedentary lifestyles as a result of social distancing and self-isolation
- Creation of dependence on support.
- Deterioration of health outcomes and/or an increase in inequalities as a result of the above.

**Medium Term Financial Strategy (MTFS) implications**

14. Public Health and Prevention has already achieved MTFS savings in full, and will continue to support savings in Care Commissioning.

**Adult Social Care and Safeguarding**

15. The Recovery Plan for Adult Social Care & Safeguarding has four objectives:
    a) Recovering operations.
    b) Embracing transformational opportunities. Work to implement video and telephone social care assessments and reviews as routine and enable staff to work flexibly.
    c) Harnessing the improved ways of working.
    d) Reviewing our adults learning disability provider services.

**Recovering operations**

16. The Council has implemented Care Act Easements with a shortened COVID-19 assessment to determine whether people needed care and support and whether this was required immediately. This has been used for 1,813 people. These people now need Care Act assessments and financial assessments.

17. As part of the recovery plan we have now started to complete these assessments. Based on the current available resource capacity, we are aiming to complete these by September 2020. We also temporarily suspended routine Care Act annual reviews; these have now recommenced. The reviews that were suspended will now be completed by September 2020.

18. In addition to dealing with the backlog, the recovery plan will also ensure that the services are able to respond to an anticipated increase in demand following the emergency response. In the event that demand exceeds this or staff capacity reduces it may be necessary to acquire additional temporary resource.

**Embracing transformational opportunities**

19. The COVID-19 pandemic has required implementation of streamlined assessments by telephone in the majority of cases. It has been possible to arrange care for people more quickly than would have previously been possible.

20. Staff have been very supportive of these changes and wish to retain them. Our ambition in the future is to therefore to undertake 80% of assessments remotely. We are trialling the use of video conferencing to complete assessments. This will enable more staff to work from home, reducing travel and the associated time, cost and air pollution.

21. We acknowledge that there will still be some people for whom this will be inappropriate or not possible and our estimate at this stage is that about 20% of service users will continue to require a face-to-face assessment.

22. We will work with Public Health and Prevention to draw on the additional volunteering and community capacity generously mobilised by people in Staffordshire, to provide support for people with care needs.

**Harnessing the improved ways of working**

23. Through the emergency the Council and Midlands Partnership Foundation Trust have worked closely to make decisions about changing practices and processes quickly to be able to respond to COVID-19 changing Government guidance.

24. We have used virtual training and 'Question and Answer' engagement sessions attended by 200 staff at any one time. This has enabled changes to be made in days that would previously have taken many months. We want to harness this way of working to redesign how we develop, engage and supervise the workforce remotely.

**Reviewing our adults learning disability provider services**

25. The Council provides specialist day opportunities and building based replacement care for adults with a learning disability at 6 locations in Staffordshire.

26. During the COVID-19 pandemic, the Council, (along with other providers of day care and replacement care), has had to suspend these services as it is not practical to safely operate them within the requirements for social distancing and 'shielding'. These services require groups of vulnerable and 'extremely vulnerable' people to congregate for long periods, along with staff. The buildings are not designed to enable people to be 2 metres apart, and there are insufficient staff to safely support people in separate rooms.

27. In the short term we have ensured that people's care and support needs are met by providing support via telephone where possible and for a small number of the most complex people care has been provided to them in their own homes. We have been able to meet emergency replacement care needs through contracted services.

28. Government guidance is that we should maintain social distancing and 'shielding' for the foreseeable future. We therefore need to continue the suspension of specialist

day opportunities and building based replacement care to avoid exposing vulnerable people to the risk of infection.

29. We will work with people and their carers, to look at how we offer support for people whilst the requirements for social distancing and 'shielding 'remain in place. This could include supporting people within their own home and providing any new technologies that could support them differently. This would be in line with CQC regulations and guidance.

**Risks**

30. The main risks are:
   - Adult social care teams will have to balance capacity between responding to COVID-19 and the recovery plan. The risk of staff being sick and/or self-isolating will continue.
   - It is important that the capacity of voluntary organisations and communities is maintained so that we can continue to refer people for support.

**Medium Term Financial Strategy (MTFS) implications**

31. Adult Social Care and Safeguarding has MTFS savings of £1.8m in 2020/21 rising to £2.7m in 2024/25, in addition to supporting savings in Care Commissioning. Some savings have been delayed or rendered unachievable as a result of COVID-19. A review of savings indicates that:
   - £1.7mm is rated as high confidence in 2020/21 rising to £2.6m in 2024/25.
   - £0.1m is rated as medium confidence throughout the MTFS period.
32. Please note these figures as dated as at February 2020 and will need updating and review.

**Care Commissioning**

33. The recovery plan for Care Commissioning has four objectives:
   a) Recovering operations.
   b) Embracing transformational opportunities.
   c) Ensuring care market resilience.
   d) Reviewing the care market.

**Recovering operations**

34. The Brokerage Team, supported by commissioners and contract managers, will co-ordinate with the recovery plan in Adult Social Care and Safeguarding, and ensure that the right care is arranged for people as the backlog of Care Act assessments and annual reviews is cleared.

35. Where necessary we will work with the care market to ensure that sufficient capacity is in place and we will resume the transfer of non-contracted home care packages to contracted providers.

36. The Quality Assurance Team and Provider Improvement Response Team will continue their work to support care providers where specific quality challenges are identified, and put in place actions to ensure improvement.

**Embracing transformational opportunities**

37. We will review urgent care pathways, along with the NHS. There have been fewer emergency hospital admissions and delayed discharges than normal during the COVID-19 pandemic, and we are keen to maintain this position. There is unusually high capacity available in Home First services, which affords an opportunity to offer more 'step up' reablement to support people better and quicker in their own homes, avoiding unnecessary emergency hospital admissions and reducing the number of discharges.

38. We will work with Public Health and Prevention to draw on the additional volunteering and community capacity generously mobilised by people in Staffordshire, to provide support for people with care needs.

39. We will work with Adult Social Care and Safeguarding to maximise the use of streamlined assessments to enable care to be put in place more quickly and efficiently. We will build on the rollout of secure email in the care home sector to improve the pace of secure information exchange.

**Ensuring care market resilience**

40. There will remain significant risks for the care market while the COVID-19 virus continues to circulate. For care homes, enhanced infection prevention and control measures will remain necessary for a long period. The mental and physical impact of these will continue to pose a challenge for the care of residents. Other services where people with care needs typically come together will also be affected – for example, extra care and supported living accommodation.

41. We will continue to provide guidance and advice to the whole care market, with the potential to respond to urgent and serious challenges 7 days a week. As part of our Local Outbreak Control Plan we will ensure a timely and effective response to outbreaks of COVID-19 in care settings. We will also continue to offer practical support to maintain the PPE supply chain, testing of residents and staff, and additional staff where necessary.

42. These challenges will lead to considerable financial instability for some services. We will need to take a strategic approach to how we deal with these, taking into account national guidance and funding, and approaches across other local authorities in the region as well as other commissioners such as the NHS.

**Care market review**

43. Beyond the immediate challenges we will need to think carefully about the implications of COVID-19 for the care market.

44. Some services, such as day services and replacement care, have had to been suspended as it is not practical to safely operate them within the requirements for social distancing and 'shielding.' In the short term we encouraged providers to ensure that people's care and support needs are met by providing support via telephone and some home visits.

45. Government guidance is that we should maintain social distancing and 'shielding' for the foreseeable future. It may not therefore be possible to resume these services quickly. We will work with providers, people and their carers to try out alternative ways to support people. This could include supporting people within their own home and providing any new technologies that could support them differently. This would be in line with CQC regulations and guidance.

46. It is likely that demand for some services, for example intensive home care, will rise; and that demand for others, for example care homes, will fall. We will consider how this is likely to translate into scenarios for future capacity requirements.

**Risks**

47. The main risks are:
    - The continuing risk of outbreaks in all care settings, especially solely in care homes.
    - The mental and physical impact of ongoing social distancing, 'shielding', isolation and cohorting for vulnerable people.
    - Financial risks to care providers from increased costs to maintain services.
    - Financial risks to the Council from increased demand and/or increased costs.

**Medium Term Financial Strategy (MTFS) implications**

48. Care Commissioning has MTFS savings of £12.9m in 2020/21 rising to £21.5m in 2024/25. Some savings have been delayed or rendered unachievable as a result of COVID-19. A review of savings indicates that:
    - £1.2m is rated as high confidence in 2020/21 rising to £1.7m in 2024/25.
    - £7.4m is rated as medium confidence in 2020/21 rising to £14.5m in 2024/25.
    - £4.3m is rated as low confidence or unachievable in 2020/21 rising to £5.3m in 2024/25.
49. Please note these figures as dated as at February 2020 and will need updating and review.

50. Where savings are low confidence or unachievable, alternatives will be explored and identified.

# Covid-19

## Families and Communities: Planning and Recovery Priorities

13.05.20

Staffordshire County Council

# Families and Communities Priorities

| | F&C Priorities | Activity | Lead | Timescale | Risk | MTFS |
|---|---|---|---|---|---|---|
| 1 | Understand where demand will hit as lockdown eases | • Understand backlogs – each area to manage and escalate issue<br>• Understand demand predictions for each area as lockdown eases<br>• Understand collective impact across all children's services<br>• Disseminate overarching view across services and feed into workforce group | DR | Now – Mid June | Unknown risks not able to be identified<br><br>Capacity to then respond to demand is not available | Not identified at this stage |
| 2 | Managing the increased demand in mental health and DV | • Multiagency response – Partnership Vulnerability Group<br>• Leads to liaise with partnership regarding increased demand and bring into steering group for consideration | NM | Ongoing | Unknown risks not able to be identified<br><br>More children could be identified as being at significant risk & require statutory safeguarding interventions | Risk of entries to care increasing |
| 3 | Assessing impact of the return to school guidance on the LA | • Response sub group will work with schools to re-open, guidance and principles established<br>• Schools actively engaged<br>• Same sub- group will feed response and the impact of the LA to continue to support and associated impact – e.g. Annual EHCP reviews | AM | Now – Sept 2020 | Risk of Long term impact on children's development & learning<br><br>Risk of more children being identified as requiring specialist assessment | |
| 4 | Assessing families with multiple indicators not yet on our vulnerable list to proactively address potential needs | • Response Cell– proactively targeting families across the County<br>• Evaluation of impact and outcomes achieved<br>• Understand legacy of cell moving forwards – proactive approach to targeting to prevent escalation of demand into CSC<br>• Lessons and activity to mainstream | NM / CH | Ongoing | More children could be identified as being at significant risk & require statutory safeguarding interventions | Cost identified with IAG to cohort not yet identified, expected to be minimal<br><br>Risk of entries to care increasing |

| | F&C Priorities | Activity | Lead | Timescale | Risk | MTFS |
|---|---|---|---|---|---|---|
| 5 | Working with schools to proactively target families they have identified as vulnerable | • Data sets and sharing established<br>• Learning from response<br>• Continuation of CSC and Schools relationship | AM / CH / SR | Ongoing | Risk of entries to care increasing | LAC numbers could increase |
| 6 | Stabilising and mobilising the workforce to address newly identified as vulnerable | • Workforce sub group established as part of response<br>• Workforce data collated and analysed and health check planned for completion<br>• From action 1 - Understand backlogs and predicted demand and associated impact on service areas workforce needs inc CSC and SEND | BR / KS | June - Aug | Workforce capacity may be impacted by delayed opening of schools<br><br>Reluctance of workforce to return to face to face work and visiting families. | |
| 7 | Understanding and addressing immediate provider failure | • Agree a Provider Failure Pathway so there is a directorate response and resilience to provider failure<br>• Establish interim arrangements with providers to secure their financial stability<br>• Assess and plan for potential increases in demand across the system to inform our internal planning and partnership discussions | MB | May-October | Changes in furloughing arrangements may impact on provider viability<br><br>Market may not have an alternative providers<br><br>If community care packages for CWD are not available, the demand on respite or alternative care may increase | |

**Recommendations**
• Workforce and wellbeing to be considered across the organisation to ensure staff can return to work, are motivated etc
• Digital working practices in particular virtual meetings, line management created a more efficient way of working, keen that this is not lost during recovery

# F&C Recovery – Progress Update 13.5.20

## CSC Recovery
### Sarah Peace
### Claire Cartwright

- Workstream leads identified
- Workstreams confirmed: First Response, Early Help; Safeguarding; Care Planning & Court; Throughcare & Care Leavers; Adoption, Fostering; Placements & Edge of Care Services; IRO Service.
- High level priorities agreed in workstreams; including reducing backlogs, court applications, reinstating face to face contacts with and between children & families, progressing recruitment of potential adoptees and foster carers; upscaling reunification work
- Recovery plans in development
- Risk, issues and impacts being identified for each priority area/sub group

## Education & Skills
### Andrew Marsden

- Education Skills Sub Group meets daily and is overseeing the work.
- High level priorities including ; all children receiving education; transport to facilitate education in place; oversight of vulnerable children and children missing education; staff and pupil wellbeing.
- Leads identified for reporting purposes
- Recovery Plans in development
- Risk, issues and impacts being identified for each priority area/sub group

## Market Development Recovery
### Martyn Baggaley

- Two primary Workstreams agreed: Early Years and Market /Provider Failure
- Leads identified for reporting purposes on other key pieces of work including : Provider failure, Early Years, Early Help; Emotional Wellbeing, Domestic abuse, Family Support, Placement & Community support, Placements & community support, commissioning including SEND 3rd party provision
- Recovery Plans in development
- Risk, issues and impacts being identified for each priority area/sub group

## Communities
### Catherine Mann

- Culture, rural and safer communities recovery
- VCSE, Volunteers, Communities
- Healthy Active, engaged communities

## Workforce - Kate Sharratt & Becky Reynolds

- Workstream Leads identified
- Workstreams confirmed: Recruitment; Workforce- restorative practice
- High Level priorities agreed
- Recovery plans in development
- Risk, issues and impacts being identified for each priority area/sub group

**Economy, Infrastructure & Skills**

| Service Areas | Immediate Priorities |
|---|---|
| Connectivity & Sustainability | • Develop plans to support increased services with social distancing in place for home to school transport, and local bus/rail operations<br><br>• Re-open Household Waste Recycling Centres & manage increased demand in waste (household).<br><br>• Review baseline assessments for transport.<br><br>• Review temporary extension to concessionary travel.<br><br>• Identify accelerated projects from Local Cycling & Walking Infrastructure Plan. |
| Skills & Employability | • Develop plans for delivery of next academic year in light of national guidance including alternative models and contingency plans if unable to return to BAU – Community Learning, 16-18 Participation, and College/FE provision<br><br>• Identify financial implications arising for SCC and provider's economic viability if they are unable to move to an online offer from September.<br><br>• Identify options for learning and transition of high needs learners |
| Highways & Built Environment | • Identify and plan for delivery of school crossing patrols from September when many are vulnerable self-isolators.<br><br>• Work with Finance to assess the impact of lost income including parking and land enquiries<br><br>• Plan for re-opening of parking services working with Districts/Boroughs and Stoke-on-Trent City Council.<br><br>• Delivery of accelerated cycling and walking infrastructure measures |

**Economy, Infrastructure & Skills**

| | |
|---|---|
| Business & Enterprise | • Confirm financial implications of delays including deferred rent payments for enterprise centre tenants and farm disposals (May/June).<br><br>• Refocus capacity of the team on delivery of external funding programme following temporary focus on the Emergency Grants Scheme and supporting the vulnerable self-isolator cell – review delivery dates for projects in consultation with funders (May). |
| Economic Recovery & Renewal | • Develop Economic Recovery, Renewal & Transformation Strategy and supporting Delivery Plan(s)<br><br>• Review impact of Staffordshire County Councils Emergency Small Business Grant Scheme<br><br>• Monitor impact of Redundancy and Recruitment Triage Service |
| Workforce | • Support continued homeworking and prepare teams for returning to workplaces with social distancing in place.<br><br>• Focus on supporting mental health and wellbeing of all staff.<br><br>• Ensure line managers are able to support continued home working. |

# Covid-19

Corporate Services Recovery Plan

17.05.20

# Corporate Services Governance arrangements
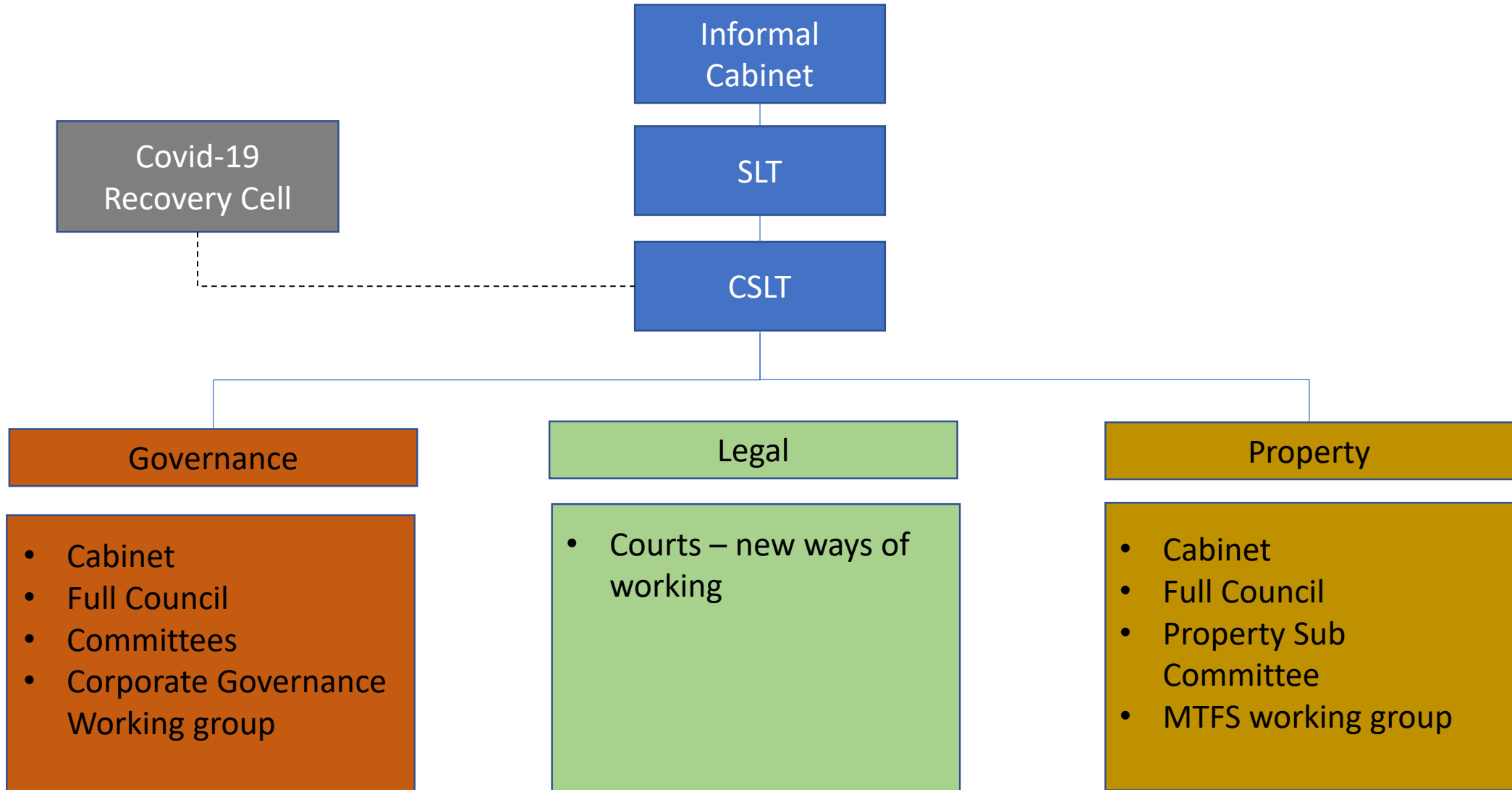
# Specific Covid-19 recovery work – Corporate Services

| | Immediate priorities | Opportunities | Risks |
|---|---|---|---|
| Governance | • Work underway to assess the future priorities for Governance in the light of the current situation against the plan set pre COVID-19<br>• Stock take on where we have got to and what the current situation offers in terms of opportunities and threats, resetting the baseline<br>• Need to update constitution to reflect use of virtual meetings<br>• Need to consider why and when we use virtual meetings vs physical meetings | **Opportunities**<br>• Review approach to decision making in light of lessons learnt during COVID<br>• Better understanding of officer delegated decision process – seems to have worked well<br>• Virtual decision making meetings – worked well<br>**Threat**<br>• Sunset clause in the Coronavirus Act may turn the clock back on how we do things | • **Member involvement**; How to get all 62 members playing an active role remotely. |
| Legal | • Work underway to assess the 2020/21 priorities for Legal in the light of the current situation against the plan set pre COVID-19 and services new/different requests<br>• Review approach with courts | **Opportunities**<br>• Work underway to assess the longer term future priorities for Legal Services in the light of the current situation against the plan set pre COVID-19<br>• Work Digitally with courts – electronic bundling<br>**Threat**<br>• Courts revert to old ways of working | • **Courts –** taking longer to work remotely between advocates and judges<br>• **Capacity** – if taking longer more resource is required |
| Property | • Changes to overall accommodation requirements<br>• Reviewing currently MTFS decisions | • **Opportunities**<br>• Service assessment of property requirements<br>• Potentially most impact in Staffordshire Place where there is more back office<br>• **Threat**<br>• Constrained by existing buildings and property history e.g. grants on children's centres long leases.<br>• Reduction in rental income long term<br>• Short term consideration of rent relief | • Impact on SP2 letting<br>• Town Centre Government funded projects don't proceed<br>• Development market may affect Eastgate proposals – Wedgwood and Magistrates/Police Station<br>• MTFS impact |

# Specific Covid-19 recovery work – Corporate Services

| | Key Actions | Timescales |
|---|---|---|
| Governance | • Work underway to assess the future priorities for Governance in the light of the current situation against the plan set pre COVID-19<br>• Use lessons learn findings from IMT informal debriefs<br>• Stock take on where we have got to and what the current situation offers in terms of opportunities and threats, resetting the baseline<br>• Need to update constitution to reflect use of virtual meetings<br>• Need to consider why and when we use virtual meetings vs physical meetings | • Ongoing<br><br>• t.b.c. awaiting completion of debriefs<br>• Linked to above 2 items<br><br>• Once above are completed<br>• Ongoing, agreement with Leader/Deputy Leader |
| Legal | • Work underway to assess the 2020/21 priorities for Legal in the light of the current situation against the plan set pre COVID-19 and services new/different requests – awaiting IMT debriefs<br>• Review approach with courts | • t.b.c. awaiting completion of debriefs<br><br><br>• Once courts commence |
| Property | • Review of rental income for this financial year and MTFS decisions/impact<br>• Policy required for rent relief<br>• List of delayed procurements compiled<br>• Return to offices | • Work commenced will be completed this week<br>• Informal discussion at Property committee 3rd June<br>• Review and share list with commissioners this week<br>• Being picked up as part of the HR lockdown group |

**Communities Recovery Group – Immediate Priorities, Emerging Recommendations and Table of Risks for Recovery Cabinet Report**

**May 2020**

1. **Table of immediate priorities and related actions:**

| Immediate Priority | Actions | Timescales | Leads |
|---|---|---|---|
| 1. Agree scope of Communities Recovery Group and any required sub-groups. | • Present proposed scope and sub-groups for agreement at next People Helping People programme board (2nd June). Currently these sub-groups include:<br>   ○ Culture, Rural and Safer Communities sub-group (see priority 2 below for more details)<br>   ○ Do-It Implementation / Volunteering sub-group<br>• Agree mechanisms for how we work with the other recovery groups and Directorates (including CCSMs). | June 2020 | Catherine Mann<br>Natasha Moody<br>Tilly Flanagan<br>Laura Ballinger<br>Mary Anne Raftery |
| 2. Plan for the re-opening of community services. | • Establish a Culture, Rural and Safer Communities sub-group with a view to agreeing a phased reopening of services reflecting government guidance. Services to be re-opened include Children's Centres, Libraries, Archives and Heritage, and Country Parks. | June / July 2020 | Catherine Mann<br>Natasha Moody<br>Joanna Terry |
| 3. Identify learning from what we have done differently and how this can be sustained. | • Work with the PHP programme board to understand the community learning from Covid-19 response.<br>• Link in with the 'lessons learned' work being undertaken by the Recovery Cell and led by Katie Weston.<br>• Use learning to make recommendations for a review of the Communities Delivery Plan / change programmes.<br>• Use learning to mitigate identified risks where possible.<br>• Capture and share learning with the other cells / Recovery sub-groups. | August 2020 | PHP Programme Board<br>Catherine Mann<br>Natasha Moody<br>Tilly Flanagan<br>Laura Ballinger<br>Mary Anne Raftery |

## 2. Emerging Recommendations:

- Use learning from Covid-19 response to inform change programmes and refresh the Communities Delivery Plan as part of Business Planning Process (September 2020 onwards).
- Understand appetite for change internally and externally e.g. engagement with VCSE, Members and residents (September 2020 onwards).
- Strengthen the links between the PHP Programme Board and the other Recovery cells and sub-groups (July 2020).
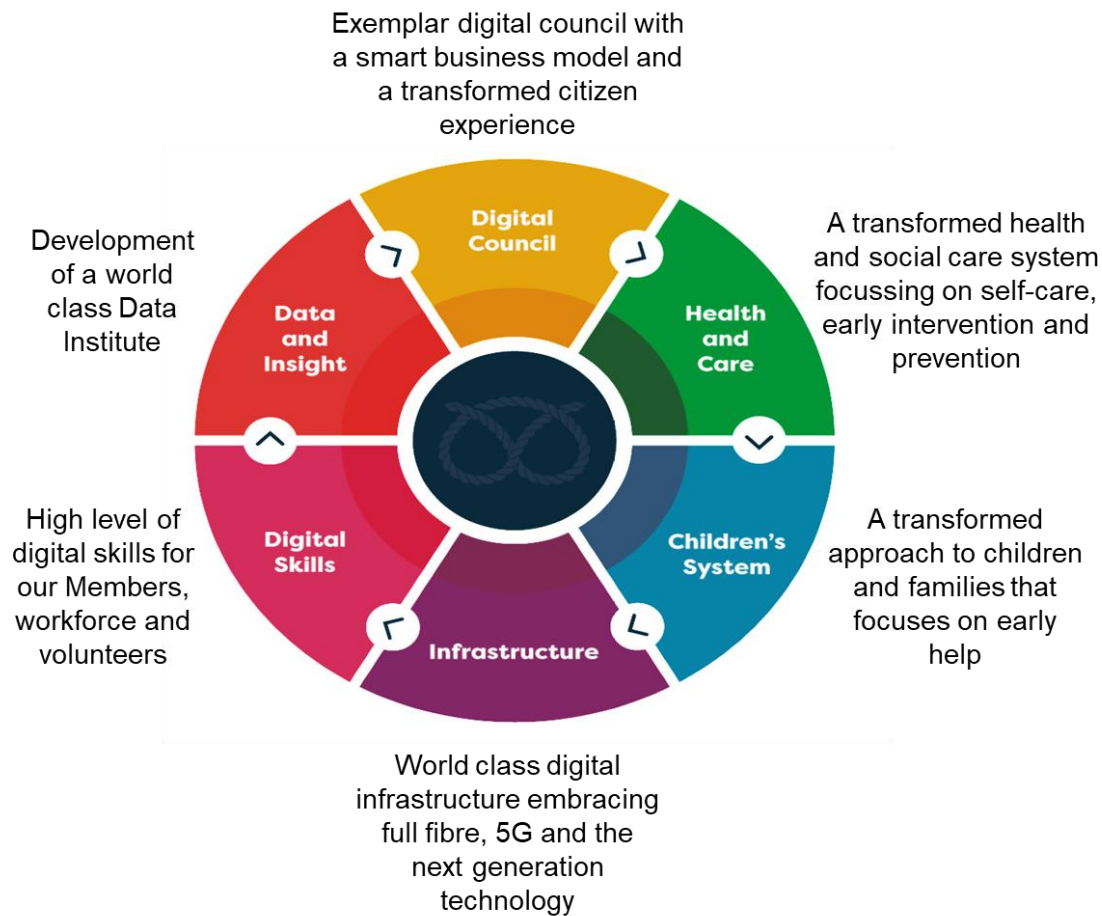
## 3. Table of Risks:

| Risk Ref | Risk / Issue Description | Impact (1-5) | Likelihood (1-5) | Risk Score (IxL) | Proximity ST, MT, LT | Mitigating Action / Resolution |
|---|---|---|---|---|---|---|
| CRG1 | Second wave of pandemic hit Communities / recovery process. | 5 | 4 | 20 | ST / MT | Put process in place to support and work with communities in response to a second wave of Covid-19. |
| CRG2 | Waves of adverse impacts over coming months impact the sustainability of VCSE and / or capability to deliver contractual and community needs, which results in increased demand on SCC services. This could impact on identified MTFS savings. | 3 | 5 | 15 | ST / MT | Work with VCSE Strategic Capacity Building Partner to support VCSE organisations. Review VCSE contract arrangements and funding through the review of Communities Delivery Plan. |
| CRG3 | Strain is put on services by increased demand as well as trying to respond, recover and do BAU at the same time. | 4 | 3 | 12 | ST / MT | Work with Communities sub-groups and directorate recovery groups to understand to risk. |
| CRG4 | Demand increases on services that are still restarting / adapting when lockdown is lifted. | 4 | 3 | 12 | ST / MT | Work with Communities sub-groups and directorate recovery groups to understand to risk. |
| CRG5 | In order to support and manage our vulnerable shielding group and Adult Social | 4 | 3 | 12 | ST / MT | Commissioners and providers liaise closely with VCSE and look to commercial offers of |

| | | | | | | |
|---|---|---|---|---|---|---|
| | Care clients, SCC may place unfair expectations on the VCSE and signpost to activities that would require crossing the threshold e.g. cleaning / laundry contrary to social distancing guidance. | | | 12 | | support. |
| CRG6 | Hyperlocal activity of local community groups isn't sustainable once people return to work / funding is reduced. | 3 | 4 | 12 | ST / MT | Work with CCSMs and VCSE partners to identify how to support and sustain hyperlocal activity. |
| CRG7 | There is potential 'burnout' amongst staff and volunteers out in communities. | 3 | 4 | 12 | ST / MT | Develop volunteer offer & approach to managing volunteers using learning from Covid-19 through the Communities Delivery Plan. |
| CRG8 | Positive momentum in working differently with communities and VCSE may be lost post Covid-19 and we return to old ways of working. | 4 | 3 | 12 | MT | Work with the People Helping People programme board and directorate sub-groups to learn lessons of Covid-19 response and apply them to the Communities Delivery Plan moving forward. |
| CRG9 | There is a lack of clarity on what we are asking of volunteers both in communities and internally. | 3 | 3 | 9 | ST / MT | Develop volunteer offer & approach to managing volunteers using learning from Covid-19 through the Communities Delivery Plan. |
| CRG10 | Duplication of work during Recovery stage. | 2 | 3 | 6 | ST | Ensure cross over between other cells / sub-groups during the recovery process. |
| CRG11 | During transition it takes time / is difficult to establish what the 'new normal' is. | 3 | 2 | 6 | MT | Work with the People Helping People programme board and directorate sub-groups to learn lessons of Covid-19 response and apply them to the Communities Delivery Plan moving forward. |

**Digital Recovery**

Prior to the COVID-19 crisis, the county council was developing an ambitious strategy and clear programme of delivery for 2020/21. A new strategy and delivery programme had been agreed by the Senior Leadership Team in February and was scheduled for a Cabinet discussion in April. A high-level summary of the proposed strategy is shown below:



Exemplar digital council with a smart business model and a transformed citizen experience

Development of a world class Data Institute

A transformed health and social care system focussing on self-care, early intervention and prevention

High level of digital skills for our Members, workforce and volunteers

A transformed approach to children and families that focuses on early help

World class digital infrastructure embracing full fibre, 5G and the next generation technology

The consolidated programme includes 74 projects; 28 in concept, 27 in design and 21 in delivery. Digital has been central to the response phase and many projects have continued or have been accelerated. The innovation can be summarised in three ways:
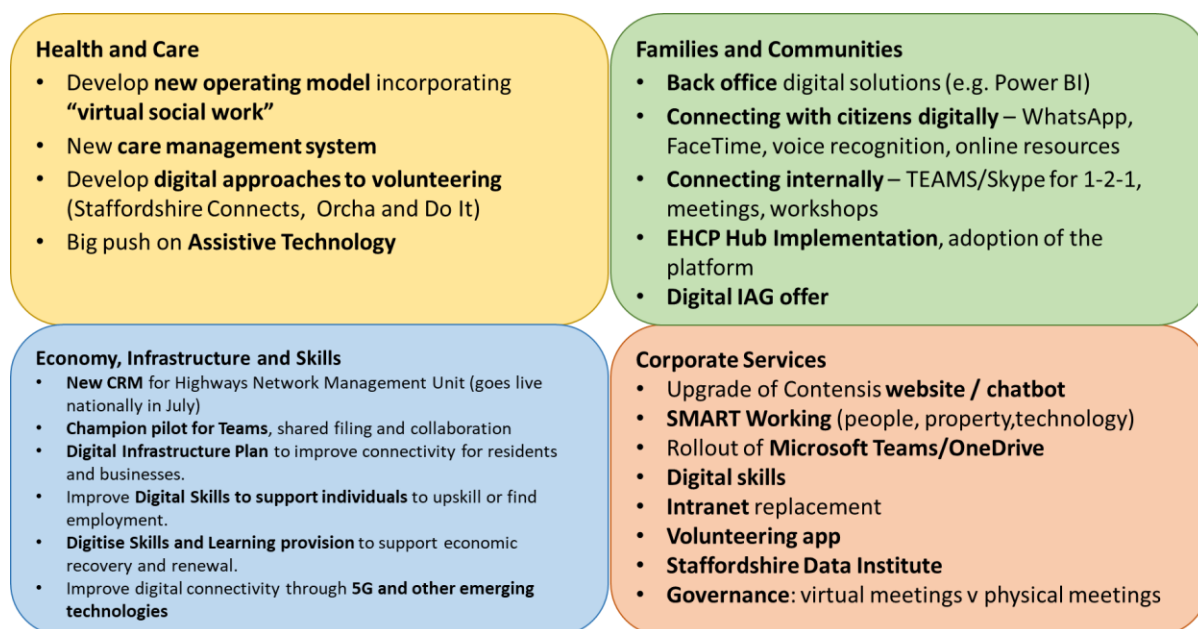
1. Smart and virtual working – the whole organisation has been 'super smart' and we have now rolled out Microsoft Teams to the whole organisation.
2. Virtual service delivery – we've seen a proliferation of virtual social work and streamlined assessments across Health and Care and Families and Communities in particular.

3. Communities – we've seen an explosion in people using platforms like Zoom and WhatsApp for the first time and people connecting and sharing on-line rather than face to face.

Whilst its too early to tell whether things will go back to normal within communities, its cleat the future will be very different and we need to be bold and ambitious around digital and presume that the digital progress we have made is part of the new normal as far as possible.

Having consolidate the current 100 or so digital projects into a clearer programme, the next 12 months was always going to be a period of strategic development and re-design with lots of work taking place around the children's system, SEND, case management systems, robotic process automation, for example.

This period of digital innovation will help inform this. From the work to date, each department has identified a number of new/changed digital priorities, these are summarised below:

**Health and Care**
- Develop **new operating model** incorporating **"virtual social work"**
- New **care management system**
- Develop **digital approaches to volunteering** (Staffordshire Connects, Orcha and Do It)
- Big push on **Assistive Technology**

**Families and Communities**
- **Back office** digital solutions (e.g. Power BI)
- **Connecting with citizens digitally** – WhatsApp, FaceTime, voice recognition, online resources
- **Connecting internally** – TEAMS/Skype for 1-2-1, meetings, workshops
- **EHCP Hub Implementation**, adoption of the platform
- **Digital IAG offer**

**Economy, Infrastructure and Skills**
- **New CRM** for Highways Network Management Unit (goes live nationally in July)
- **Champion pilot for Teams**, shared filing and collaboration
- **Digital Infrastructure Plan** to improve connectivity for residents and businesses.
- Improve **Digital Skills to support individuals** to upskill or find employment.
- **Digitise Skills and Learning provision** to support economic recovery and renewal.
- Improve digital connectivity through **5G and other emerging technologies**

**Corporate Services**
- Upgrade of Contensis **website / chatbot**
- **SMART Working** (people, property, technology)
- Rollout of **Microsoft Teams/OneDrive**
- **Digital skills**
- **Intranet** replacement
- **Volunteering app**
- **Staffordshire Data Institute**
- **Governance**: virtual meetings v physical meetings

Working with the Cabinet Members and the Digital Programme Board, work is underway to reset the programme informed by the learning and innovation from the response and recovery phase. We will bring an update on strategy and programme to Cabinet in June and then a fully developed programme in September 2020.

Whilst there is a huge strategic opportunity to become a digital council at pace; there are some risks and issues that we need to be mindful of:

Capacity, investment and priorities – we are likely to see a greater number of digital projects coming forward which we'll need to prioritise and ensure we can deliver.

Back to normal – we need to resist the temptation to go 'back to the old ways' and challenge ourselves hard so we can build and go further and faster where we can and appropriate.

Citizen expectations – we are likely to see greater demand for digital from our citizens and communities which whilst a good thing, we may have a challenge of meeting their expectations.

# Covid-19

## People Strategy / HR: Planning and Recovery

12.05.20

# Proposed People Strategy (revised) Priorities

In the context of this current situation, the following priorities are proposed for the People Strategy programme to focus on for the short to medium-term (6 months):

**Promoting a positive working environment**

Policies Review

- Managing issues
- Leave
- How we work
- Resourcing
- Pay & benefits

Managing Change well

**Developing skills now and for the future**

- Procure new LMS
- Launch new Digital platform
- Delivery of L&D commissioning plan
- Managing Capability
- Induction
- Apprentice Levy

Covid-19 Recovery work

- Review priorities
- Restart change programme work

Smart Working

- Review Smart Working vision
- Covid-19 Lockdown lift

**Developing leaders for now and the future**

- Aspiring managers Programme
- Manager Induction
- Managing Change well

**Keeping & Attracting talented people**

Recruitment (incl. system)

Focus on Social Care recruitment

- Review of recruitment process
- Define system requirements
- Commission new system
- Implementation

Employee benefits

Cross-cutting priorities – Benefits realisation, Data dashboards, Cultural Survey, Communications & Engagement

# Proposed People Strategy Governance arrangements

**SLT**

**CSLT**

**Covid-19 Recovery Cell**

**HR MT**

**People Strategy Programme Group**

**PM Task & Finish Group**

## Promoting a positive working environment

Policies Review

- Managing issues
- Leave
- How we work
- Resourcing
- Pay & benefits

Managing Change well

## Developing skills now and for the future

- Procure new LMS
- Launch new Digital platform
- Delivery of L&D commissioning plan
- Managing Capability
- Induction
- Apprentice Levy

## Developing leaders for now and the future

- Aspiring managers Programme
- Manager Induction
- Managing Change well

## Keeping & Attracting talented people

Recruitment (incl. system)
- Review of recruitment process
- Define system requirements
- Commission new system
- Implementation

Focus on Social Care recruitment

Employee benefits

# Specific Covid-19 recovery work – People Strategy

| | Immediate priorities | Opportunities | Risks (incl. MTFS implications) | Timescales | Impacts |
|---|---|---|---|---|---|
| Review priorities within the People Strategy<br><br>Page 62 | • Current work being undertaken to assess the future priorities for the People Strategy in the light of the current situation<br>• Stock take on where we have got to and what the current situation offers us in terms of opportunities and threats to the current strategy vision and priorities | **Opportunities**<br>• To take stock and assess how best to move forward supporting the wider organisation recovery programme<br>**Threat**<br>• Aligning all workforce related recovery activity to the People Strategy and vice versa. Without this alignment there is increased potential for duplication and potentially contradiction in messaging and activity<br>• Organisational fatigue caused by COVID-19 may reduce appetite for change in the short to medium term | • **Insufficient capacity**; Audit of year 1 priorities identified capacity as a risk. Review of function confirmed this risk. Support for "response" will continue in some areas alongside increase in support for "recovery" as well as BAU. Resource will come under increasing pressure.<br>• **Future restructure will heighten capacity issues**. Impact of change on function may impact on performance and support to the wider change programme/restructures. | May 2020 | • Changes will need to be linked to the wider recovery work of the organisation and any workforce related elements that need to be considered |
| Restart the Change programmes | • Criteria to be applied to current list of change programmes (39) to assess how to proceed once agreed by SLT on 18 May 2020<br>• Revised approach to consultation to be agreed with Trade Unions | **Opportunities**<br>• Recognises the need for change to continue<br>• Removes uncertainty for staff not knowing future<br>**Threat**<br>• Some staff affected may be in critical roles during this crisis<br>• Ongoing stakeholder engagement | • Consideration needs to be given to the emotional wellbeing of staff during Covid-19 crisis<br>• Digital capability to engage in revised consultation approach<br>• Ability to safely deliver services during critical situation<br>• Ability to deliver savings identified as a result of crisis | End May 2020 | • Financial impacts<br>• Workforce impacts<br>• Practicality of other organisations to engage in our change programmes (eg. ASC) |

# Specific Covid-19 recovery work – People Strategy

| | Immediate priorities | Opportunities | Risks (incl. MTFS implications) | Timescales | Impacts |
|---|---|---|---|---|---|
| Smart working | • Review Smart Working vision following the Covid0-19 lockdown and how we accelerate our plans for Smart working. | **Opportunities** <br> • We have the chance to develop an even more ambitious vision for Smart Working based on the experiences the lockdown period has provided to us. <br> • There are opportunities to increase our ability to work agile effectively <br> **Threats** <br> • Short term managing of lock down not in pursuit of longer term vision for Smart working. | • **Business readiness and alignment.** Need to ensure the vision for Smart working is understood and in line with SCC strategic intent. Risk that the organisation reverts to previous practice rather than capitalising on the crisis. | 18 May 2020 | • How we will re-envision smart working for the organisation will have an impact across many areas of work and will influence and be influenced by how the rest of the organisation is responding to the Covid-19 situation |
| Lockdown Lift | • Consider how to manage the lifting of lockdown in line with our Smart Working vision and ensuring building readiness | **Opportunities** <br> • Return back to some form of normality following the crisis <br> **Threats** <br> • Health & Safety could be put at risk if arrangements aren't in place | • Outbreak of Covid in any offices <br> • People refusing to return to their office location | May – Aug 2020 | • Allows and enables the business to return to an agreed new normal |

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# Specific Covid-19 recovery work – People Strategy

| | Immediate priorities | Opportunities | Risks (incl. MTFS implications) | Timescales | Impacts |
|---|---|---|---|---|---|
| Policy review<br><br>Page 64 | • Recommence review of the current suite of policies in line with the reshaped organisation and incorporate changes to working environment post C19<br>• Managerial and union stakeholder opinions to be sought during development<br>• Policies to be reviewed in the following areas or 'pods':<br>  • Managing issues<br>  • Leave<br>  • How we work<br>  • Resourcing<br>  • Pay & benefits | **Opportunities**<br>• To develop policies that are fit for purpose for a new look organisation that embraces smart working, digital and community engagement and which align to the Values of today's SCC<br>• To use collaborative working on development to improve ER climate and TU relationship<br>• To meet statutory responsibilities to Schools<br>**Threats**<br>• Policies are not fit for purpose and hinder organisational progress against our objectives.<br>• We are failing to meet our statutory responsibilities to schools without having fully risk managed this | • **Employee Relations climate.** Current SCC/TU relationship and intention to review facilities agreement may impact on ability to implement new policies.<br>• Further, TU availability or enthusiasm may be limited for discussing new/amended policies when they may be affected by, or supporting colleagues and members affected by, C19. | May – June 2020 | • Policies can only be reviewed within the context of the organisational vision in relation to smart working and wider recovery implications<br>• Improvements and streamlining of HR work to support change programme cannot happen cleanly without fit for purpose policies and simplified processes |

# Specific Covid-19 recovery work – Wider HR function

| | Immediate priorities | Opportunities | Risks (incl. MTFS implications) | Timescales | Impacts |
|---|---|---|---|---|---|
| Review of function | • Assess how the Covid-19 situation has impacted on previous thinking around the future HR function and whether this needs to be refined | **Opportunities**<br>• Does the current situation provide any greater opportunities to re-assess the HR function for the future<br>**Threats**<br>• Consideration of the capacity to do this and the impact on the team to consider this | • Sufficient capacity to support the organisation's change programme<br>• Savings attributed to the function itself and delivery of these. There is no immediate impact on MTFS | May – June 2020 | • There is a need to consider the capacity and potential need for future investment in the function to deliver some of the priorities outlined in this recovery work |
| Case-working | • Review any backlogs/delays on cases as a result of COVID 19<br>• Identify ways to address delays and new ways of working within the current capacity (also links to Policy Review) | **Opportunities**<br>• Potential opportunity to review the way casework is done and potentially improve timescales through virtual/remote working<br>• New processes will underpin new people policies which will have direct impact on ER activity<br>**Threats**<br>• Minimal delays reported as part of the situation.<br>• ER issues not reported/not known as waiting to return to "normal"<br>• TU's may object to "virtual" remote ways of working | • **Future restructure may heighten capacity /productivity**<br>Impact of change on function may impact on performance and support to the organisation<br>• **Capacity within team if increase in cases** | May - June 2020 | • Changes will need to be linked to the wider recovery work of the organisation and any workforce related elements that need to be considered |

# Specific Covid-19 recovery work – Wider HR function

| | Immediate priorities | Opportunities | Risks (incl. MTFS implications) | Timescales | Impacts |
|---|---|---|---|---|---|
| Recruitment | • Consider the potential pressure on the recruitment system when things start to go back to normal and on-hold recruitments are progressed<br>• Review the functionality of current system to meet our future needs | **Opportunities**<br>• Develop more streamline processes to support improved Time to Hire<br>**Threats**<br>• Minimal delays reported as part of the situation, but this may increase as things get back normal and demand peaks<br>• System development time and cost may hamper improvement opportunities<br>• Current system and service capacity have potential to be overwhelmed by managing backlog | • We are unable to undertake timely hires due to backlog<br>• Potential investment requirement for new recruitment system. There are costs for improvements to iTrent or replacement system as appropriate | 6-8 weeks | Immediate impact is to manage the backlog of recruitment through the system with minimal delay<br><br>Improve system and processing to support streamlined recruitment |

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# Specific Covid-19 recovery work – Wider HR function

| | Immediate priorities | Opportunities | Risks (incl. MTFS implications) | Timescales | Impacts |
|---|---|---|---|---|---|
| L&D<br><br>Page 67 | • Continue the procurement of new LMS system and assess the requirements in light of the Covid-19 situation to identify the most appropriate solution to suit the new shape organisation<br>• Identifying a time when go live for iLearn will be appropriate for the organisation. Potential to tie this in with the lockdown lift arrangements<br>• Work to support the project delivery of an Alt MPC to ensure managers can deliver 1:1's effectively, virtually and with the wellbeing of their team in mind. | **Opportunities**<br>• Modernisation will support teams and managers to work remotely – resilience, welfare and development.<br>• Better data analysis and insight for the L&D function to exploit<br><br>**Threats**<br><br>• Is the business ready to move forward with an Alt MPC's and 1:1's | • Identifying the right time to launch or involve the business with LMS procurement. | LMS; 6-8 weeks initially to identify the right system.  Un kown time to procure but needs to be imbedded by Feb 2021<br><br>ILearn launch next 2-3 wks | • Ability to better manage learning and development data, create learning and development journeys and upskill and engage our workforce.<br>• Availability of digital learning content to support all areas of the business with skills form remote working, leadership and engagement to project management skills |

# Specific Covid-19 recovery work – Wider HR function

| | Immediate priorities | Opportunities | Risks (incl. MTFS implications) | Timescales | Impacts |
|---|---|---|---|---|---|
| HR processes, transactions and systems | • Identify priority processes for review in light of the Covid-19 situation<br>• Review processes and system functionality as appropriate | **Opportunities**<br>• Ensure systems and processes are fit for purpose<br>• Maintain timely transactions to ensure accurate data within the system<br>**Threats**<br>• System development and / or changes are slow and expensive | • Data anomalies | June 2020 | • Improved processes and system functionality to maintain data quality |
| Capability policy and alternative to MPC | • Identify a time for go live on these. | **Opportunities**<br>• Implementation will support managers to ensure the welfare and performance of both individuals and teams<br>**Threats**<br>• Capacity pressures in terms to engage with learning and training | • If capacity is not available the new approaches will not be utilised | May 2020 | • Provides clarity on these policies. Creates consistency and reduces confusion |

# Climate Change

**Recovery Planning v3.0**
13 May 2020

# Approach to Recovery

- The Recovery plan for Climate Change has three key objectives:

  - Continue to support Response

  - Review and reset our existing Climate Emergency Action Plan.

  - Deliver our climate change priorities, where possible.

- **Continue to support response**: We will continue to support the organisation in the response phase of COVID-19, for as long as this phase continues, recognising that this will be a longer period of time for some business areas than it is for others.

# Emerging Priorities: Climate Change

## Immediate Priorities

- Review response and recovery plan to see if activity:
  - **contributes** to mitigating climate change through reducing contributions to GHG emissions; and
  - **supports** protection of the economy, people and environment from the impacts of climate change
- Review and reset our existing 12-month **Climate Change Action Plan.**
- Develop guidance/project sustainability assessment to help the organisation implement those considerations.
- Secure resources to progress delivery where required.
- Review of governance to take forward delivery – consideration of a board to co-ordinate the organisation's response.

## Opportunities

- Positive environmental impact arising from reduced congestion and increased WFH – air quality, congestion
- Build on the flexibility and adaptability the organisation has shown to develop a similar organisation wide response to the climate change emergency.
- Opportunity to move to generate a higher-value, skilled, more green economy
- Increased agile working means we have an opportunity to ensure that the offices we retain have the lowest carbon footprint of our property portfolio.
- Changing lifestyles may mean people are more receptive to climate change messaging
- Identification of vulnerable self-isolators highlights cohorts of residents that may also be susceptible to climate change implications. We may be able to take the lessons learnt from Covid19 response to develop an model of support for these people during of extreme weather.
- Increase in recent active travel (mainly leisure) presents an opportunity to increase active travel for all travel journey – less carbon, improved air quality and reduction in obesity.
- Opportunities to implement systems innovation decision making across the organisation to identify where current changes can be implemented long term to ensure the organisation is more resilient and adaptable to the emerging needs from a changing climate

## Risks

- Lack of dedicated resource to tackle climate change within the organisation alongside other response and recovery activity.
- Climate change is deprioritised whilst managing COVID.
- Any benefits from carbon footprint arising from increased working from home is dependent on the quality of housing stock and how staff routinely travel to work.

# Indicative Timeline

| Priority | Activity | Date |
|---|---|---|
| Continue to support Response | | Ongoing during response |
| Resources and governance | Confirm and secure resources to take activity forward | June |
| Reset Climate Change Strategy & Plan | Review the priorities to re-assess what is now deliverable | June/July |
| | Review the response and recovery plans across SCC to identify if there are any opportunities for climate change | May-August |
| | Develop guidance/project sustainability assessment to help teams implement those considerations | September/ October |
| | Refresh the Climate Change Strategy and Climate Emergency Action Plan | December |
| Deliver new climate change priorities | SCC support to deliver programme | Ongoing during recovery and beyond |

# Community Impact Assessment
# Checklist and Executive Summary

**Name of Proposal:** Impact of COVID-19 on SCC Communities, Economy, and Organisational and Recovery Approaches

**Project Sponsor:**

Janene Cox OBE, Assistant Director Culture, Rural, and Safer Communities
Andrew Donaldson, Assistant Director Strategy, Public Health and Prevention

**Project Manager:**

Deborah Sullivan, Senior Project Manager

**Date Completed:**

**08/06/20**

## Final Checklist

Prior to submitting your Community Impact Assessment (CIA), please ensure that the actions on the checklist below have been completed, to reassure yourself / SLT / Cabinet that the CIA process has been undertaken appropriately.

| Checklist | Action Completed | Comments/Actions |
|---|---|---|
| The project supports the Council's Business Plan, priorities and MTFS. | Yes | |
| It is clear what the decision is or what decision is being requested. | Yes | Endorsement of approach requested |
| For decisions going to Cabinet, the CIA findings are reflected in the Cabinet Report and **potential impacts are clearly identified and mitigated for** (where possible). | Yes | This is an initial outline CIA on Staffordshire County Council's approach to the planning and recovery from COVID-19. This recovery process will take an extended period, and as such this outline CIA will be regularly updated. |
| The **aims, objectives and outcomes** of the policy, service or project have been clearly identified. | Yes | |
| The **groups** who will be affected by the policy, service or project have been clearly identified. | Yes | The updates to this CIA will reflect both the details of the recovery plans as they develop, as well as additional learning gathered from the community response to COVID-19 and any engagement with residents, staff, and partners. |
| The **communities** that are likely to be more adversely impacted than others have been clearly identified. | Yes | The updates to this CIA will reflect both the details of the recovery plans as they develop, as well as additional learning gathered from the community response to COVID-19 and any engagement with residents, staff, and partners. |
| Engagement / consultation has been undertaken and is representative of the residents most likely to be affected. | No | The nature of the crisis has meant initial recovery plans have been developed quickly. Engagement with communities on the SCC approach to recovery will take place where appropriate, and the findings of this engagement will inform the next version of this CIA. |
| A range of people with the appropriate knowledge and expertise have contributed to the CIA. | Yes | |
| Appropriate evidence has been provided and used to inform the development and design of the policy, service or project. This includes data, research, engagement/consultation, case studies and local knowledge. | Yes | Data and learning have been taken from the response to COVID-19 pandemic to inform development of recovery plans. |
| The CIA **evidences** how the Council has considered its | Yes | |

| Checklist | Action Completed | Comments/Actions |
|---|---|---|
| statutory duties under the Equality Act 2010 and how it has considered the impacts of any change on people with protected characteristics. | | |
| The next steps to deliver the project have been identified. | Yes | |

## Executive Summary

The Executive Summary is intended to be a collation of the key issues and findings from the CIA and other research undertaken. This should be completed after the CIA and research has been completed. Please structure the summary using the headings on the left that relate to the sections in the CIA template. Where no major impacts have been identified, please state N/A.

| | Which groups will be affected? | Benefits | Risks | Mitigations / Recommendations |
|---|---|---|---|---|
| **PSED**<br><br>What are the impacts on residents with a protected characteristic under the Equality Act 2010?<br>Highlight any concerns that have emerged as a result of the equality analysis on any of the protected groups and how these will be mitigated. It is important that Elected Members are fully aware of the equality duties so that they can make an informed decision, and this can be supported with robust evidence. | The nature of this crisis means all residents will be impacted, including those with protected characteristics | All residents including those with protected characteristics will benefit from the recovery of council services | It is anticipated those with protected characteristics may face risks as different services are recovered. BME communities are over-represented in cases of COVID-19 and changes to services or support may result in risks to this community. Older people are at greater risk of COVID-19 and any changes to support may result in risks for this group of people. There may be risks for individual members of staff who have protected characteristics or are vulnerable | All recovery plans consider further the impact on those with protected characteristics. Update CIA to reflect any implications and mitigations |
| **Health and Care**<br><br>How will the proposal impact on residents' health? How will the proposal impact on demand for or access to social care or health services? | The recovery plans for the COVID-19 crisis have the potential to affect health outcomes of all residents. | Plans aim to maintain health benefits achieved during the crisis, such as residents taking more exercise | Plans to recover adult social care services will address backlogs built up during the crisis. Access to social care routes may change for | All recovery plans consider further the impact on the health of residents and the impact on demand for and access to social care and health services.<br>Update CIA to reflect any implications and mitigations |

| | **Which groups will be affected?** | **Benefits** | **Risks** | **Mitigations / Recommendations** |
|---|---|---|---|---|
| | | | residents. | |
| **Economy**<br><br>How will the proposal impact on the economy of Staffordshire or impact on the income of Staffordshire's residents? | Inclusive growth cuts across all priorities within the strategy, with the aim being that growth will benefit all residents. | The Strategy sets out how we will create a more prosperous Staffordshire to the benefit of all our residents. The proposed enterprise centre facilities would expand the very successful range of managed workspace offered by the County Council within two of the areas in the county that suffer from multiple deprivation issues. | Not delivering the strategy has the potential to adversely affect our resident's economic wellbeing, including for specific groups. | The Strategy is a living document and will be updated accordingly to reflect changing conditions to ensure we are continuing to have a positive impact on the development of the local economy. |
| **Environment**<br><br>How will the proposal impact on the physical environment of Staffordshire? Does this proposal have any Climate Change implications? | The recovery plans are council-wide and will affect all residents.<br>The recovery of Council services and assets will allow greater support for countryside and green spaces. Plans to consider how best to implement sustainable solutions. | It is aimed to develop recovery plans which implement sustainable services with positive impacts for the environment. | Plans are at an early stage and risks will emerge as plans are developed. | All recovery plans consider further the impact on the physical environment and climate change.<br>Update CIA to reflect any implications and mitigations |
| **Localities / Communities**<br><br>How will the proposal impact on Staffordshire's communities? | All residents and communities will be impacted by the recovery. | The recovery of Council services and assets will allow communities to access more support as well as leisure and cultural activities. | Districts / boroughs with older age profiles (e.g. South Staffordshire, Lichfield), may be more at risk from COVID-19 | All recovery plans consider further the implications for local communities as they develop. Recovery plans that work closely with the VCSE (e.g. Health and Care, Families and Communities, and the |

| | Which groups will be affected? | Benefits | Risks | Mitigations / Recommendations |
|---|---|---|---|---|
| | | | during recovery. Less affluent communities in Staffordshire are likely to be more impacted and this will have implications for recovery (e.g. East Staffordshire recording the highest number of COVID-19 related and excess deaths, Cannock Chase and Tamworth reporting the highest unemployment rates in Staffordshire). The VCSE sector has supported communities during COVID-19. However, the sector is potentially at risk of being less sustainable if recovery plans don't consider support / the capacity of the VCSE sector. | Communities recovery plans) consider the impact of recovery on the VCSE sector. Update this CIA to consider implications for communities and recommend mitigations. |

**Cabinet Meeting on Wednesday 17 June 2020**

**Economic Recovery, Renewal and Transformation Strategy**

**Cllr Philip Atkins, Leader of the Council said,**

"There's no doubt that coronavirus has had unprecedented effect on the UK economy and here in Staffordshire, and we anticipate tough times ahead for businesses.

But we are still ambitious for Staffordshire's growth, recovery and renewal. Although the county's economic landscape will be different, our aim remains that Staffordshire will still be on the national and international business map for the benefit of local people and our businesses. We will still be one of the best performing counties in the country with our businesses highly productive and our residents earning good money through more and better jobs. That has not changed.

The role of the county council is central to supporting everyone during these changing times, and indeed the recovery and renewal of our economy is already underway. As well as continuing to invest in the conditions all businesses needs to thrive, the current situation has also presented us with many opportunities to further develop the Staffordshire economy by supporting the creation of those clean, digital, highly productive businesses that will provide the jobs of the future.

Our ambitious five-year Economic Recovery and Renewal Strategy is a roadmap to regrowth and a renewed economic landscape and includes our approach to supporting new businesses to become established, robust and thrive. Including the refurbishment of previously unused parts of the in-demand Cannock Enterprise Centre, and the expansion of the Silverdale centre to create much needed extra workshop space."

**Report Summary:**

The COVID-19 public health crisis has impacted all our lives and the local, national and global economies. It is important that Staffordshire County Council is able to articulate what it wants to achieve for the economy of Staffordshire through the national recovery process. As such our Economic Recovery, Renewal & Transformation Strategy sets out our priorities for the next five years to *respond* to the COVID-19 crisis and subsequently *recover*, *renew* and *transform* the local economy.

Unlike traditional strategies which are written and then reviewed on an annual basis, this document will need to be live and constantly reviewed as we find ourselves in a rapidly changing world. Therefore, this strategy should be considered a living document that guides the County Councils approach to economic recovery, renewal and transformation.

As part of early delivery of the strategy, extensions to the Cannock Chase and Silverdale Enterprise Centres have been reviewed and remain an important part of the future development of the local economy. In support of the response to the crisis and in support of the local recovery, a business start-up scheme has also been developed to enable and support residents at risk of redundancy in starting their own business.

**Recommendations**

I recommend that:

a. Cabinet approves the Economic Recovery, Renewal and Transformation Strategy.

b. The Leader of the Council, Cabinet Member for Economic Growth, and Cabinet Member for Learning and Employment take the Strategy to the next available Prosperous Select Committee for consideration and input.

c. The Leader of the Council, Cabinet Member for Economic Growth, Cabinet Member for Learning & Employment and Director for Economy, Infrastructure & Skills be authorised to continuously review the Strategy due to changes in economic circumstances.

d. Working with those Cabinet members with associated responsibilities, the Director for Economy, Infrastructure & Skills be authorised to progress the development of supporting delivery plans, working with our partners as appropriate.

e. As part of the delivery of the Strategy, Cabinet approves the progression of the extensions to the Cannock Chase and Silverdale Enterprise Centres, including investment of £355,850 from Staffordshire County Council borrowing and £150,000 for the Cannock Chase scheme from the joint County Council and Cannock Chase District Council Pye Green Investment Fund.

f. Cabinet members communicate the new £0.360m Staffordshire County Council start-up support scheme with their communities and across the county to maximise the benefit of the scheme in supporting people at risk of redundancy to start their own business.

# Cabinet – Wednesday 17 June 2020

# Economic Recovery, Renewal and Transformation Strategy

**Recommendations of the Leader of the Council, Cabinet Member for Economic Growth and Cabinet Member for Learning & Employability**

We recommend that:

a. Cabinet approves the Economic Recovery, Renewal and Transformation Strategy.

b. The Leader of the Council, Cabinet Member for Economic Growth, and Cabinet Member for Learning and Employment take the Strategy to the next available Prosperous Select Committee for consideration and input.

c. The Leader of the Council, Cabinet Member for Economic Growth, Cabinet Member for Learning & Employment and Director for Economy, Infrastructure & Skills be authorised to continuously review the Strategy due to changes in economic circumstances.

d. Working with those Cabinet members with associated responsibilities, the Director for Economy, Infrastructure & Skills be authorised to progress the development of supporting delivery plans, working with our partners as appropriate.

e. As part of the delivery of the Strategy, Cabinet approves the progression of the extensions to the Cannock Chase and Silverdale Enterprise Centres, including investment of £355,850 from Staffordshire County Council borrowing and £150,000 for the Cannock Chase scheme from the joint County Council and Cannock Chase District Council Pye Green Investment Fund.

f. Cabinet members communicate the new £0.360m Staffordshire County Council start-up support scheme with their communities and across the county to maximise the benefit of the scheme in supporting people at risk of redundancy to start their own business.

**Report of the Director for Economy, Infrastructure and Skills**

**Reasons for Recommendations:**

**Background**

1. Connected; competitive; complementary; collaborative – are the key terms that define our area. Located at the heart of the UK, the vibrant corridors and urban centres of the connected county of Staffordshire form a growing economic powerhouse. The COVID-19 crisis has impacted this growth, but our Economic Recovery, Renewal and Transformation Strategy outlines our ambitious and achievable plans as to how we will mitigate the impacts of the crisis and take

advantage of opportunities that have arisen to transform the local economy. Alongside our outstanding natural assets, unparalleled connectivity, vast cultural and leisure offer and varied housing offer, this will enable us to ensure that we remain amongst the best places to live, work and invest in the country.

2. Our response to the crisis is already well underway in Staffordshire with a number of interventions in place with the aim of supporting businesses and individuals. Including, £143m of Government grant being passed through to businesses by our Districts, a new Redundancy and Recruitment Triage Service developed by the Stoke-on-Trent and Staffordshire Local Enterprise Partnership (SSLEP) and delivered by the National Careers Service, a new £0.500m Staffordshire County Council emergency grants scheme to help support our micro-businesses survive the crisis for which there was huge demand, a new £0.360m Staffordshire County Council Start-up support scheme recently launched and delivered by the Chambers of Commerce, delayed rent payments at our Enterprise Centres and the planned progression of extensions to our Enterprise Centres at Cannock Chase and Silverdale.  Clearly there will continue to be difficult times ahead and our Strategy sets out how the County Council will continue to *respond* to the immediate crisis and support our economy to *recover.*

3. Whilst there will undoubtedly be a negative impact to the local economy in the short-term at least, our Strategy also recognises that many opportunities have arisen that we need to grasp to hasten the development of the Staffordshire economy, such as the increase in homeworking and positive environmental impacts.  Delivering our Strategy and taking full advantage of these opportunities will further enable the Staffordshire economy to *renew* and ultimately *transform* into a place where clean, productive businesses are created and thrive whilst existing business are supported to fully participate in the new economy.

**Approach**

4. The unprecedented nature of the COVID-19 public health crisis and the resulting effects felt around the globe mean that the longer-term impacts are extremely difficult to predict.  Never have we experienced such a wide-scale lockdown of all the major world economies, with previous economic downturns primarily only affecting discrete geographies and/or industrial sectors.

5. Interventions made to help support and minimise the economic impact of the pandemic have also varied, and the ultimate success of these policies will only become evident following the easing of lockdown measures.  Within the UK, the Government has made several very significant interventions to help to ensure that the economy can get moving again as quickly as possible, primarily through attempts to minimise business closures and job losses.

6. It is essential the County Council has its own Strategy to complement the national response. We are uniquely placed to support a whole-system approach to recovery, renewal and transformation of our economy, due to our responsibilities for transport, infrastructure, environment, education, skills and health.

7. Throughout the Strategy there is a focus on enabling the growth of a clean and green economy in Staffordshire. Amongst all the economic challenges businesses and communities will face through recovery, accelerating our plans to transform to a clean economy with a strong green sector will support our climate change ambitions as a County.

8. The Strategy recognises that whilst there will be significant challenges in the short-term, the crisis has also presented many opportunities that we need to grasp. We have a well-established and high-performing skills system with providers that have had to adapt to deliver education and training through other means. Existing programmes and potential flexibilities provide the opportunity to address the recovery in skills, but there is an opportunity to be more transformative and start to deliver programmes that address longer-term skills issues such as digital, leadership and management, business improvement, lean, agile and automation programmes.

9. We have a thriving care market which has never been so revered as a career as it is now. This presents opportunities to further strengthen the local care market for the benefit of our residents, whilst also ensuring that care leavers can fully partake in and benefit from our local economy.

10. But we cannot deliver this strategy without working closely with our partners in the SSLEP. Our Districts and Boroughs have played a key role in ensuring the Governments various business grants have reached our local businesses in a timely manner and they will play a lead role in recovering and renewing our town centres. The LEP will play an important leadership role in bringing together public and private sector partners to ensure our plans are aligned across the whole of Staffordshire and Stoke-on-Trent; we will also work closely with Stoke-on-Trent City Council to ensure our boundaries do not stop individuals and businesses getting the support they need. We will also work closely with businesses from across a range of sectors to ensure they are supported in developing and delivering their own recovery plans to get the local economy growing again.

11. The success of the economic support measures in helping to mitigate the crisis, and how the global economy recovers will determine the impact on the Staffordshire economy. As there are a range of scenarios being considered globally and nationally it is important that our Strategy and associated delivery plan(s) are flexible enough to respond to whichever scenario becomes a reality.

12. A detailed 'live' assessment of the impact of the crisis is being updated frequently and has informed the development of our Economic Recovery, Renewal & Transformation Strategy. The Strategy sets out our priorities for the next five years through four non-linear phases:

    a. *Respond* – support our businesses and residents through the COVID-19 crisis.
    b. **Recover** – create the conditions to support our businesses and residents to return-to-work as soon as possible.
    c. **Renew** – continue to progress those priorities that will play an important role in achieving our ambitions to develop the local economy beyond the current crisis.

d. **Transform** – utilise the opportunities presented by the current economic conditions by supporting the transformation of the local economy to be digital, clean and higher-value.

13. The five economic themes of *business environment*, *people*, *infrastructure*, *place* and *ideas* that form the integral part of our Strategic Plan and the national and local industrial strategies remain relevant, but the strategic priorities aligned to these themes have been reconsidered in response to the COVID-19 crisis and possible prolonged economic downturn. The Strategy therefore sets out our revised strategic priorities for each of these themes across the four non-linear phases as set out in the framework below.
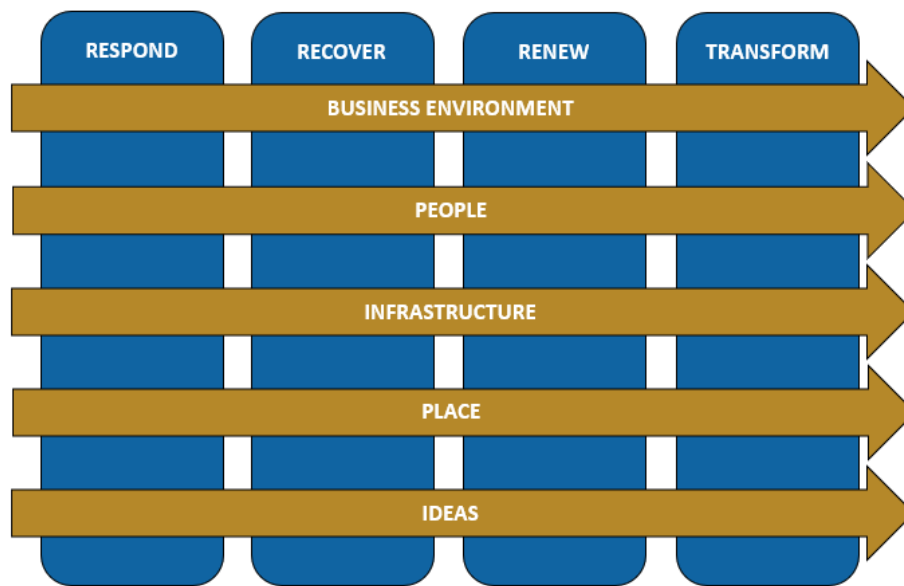


14. There are several issues that will be considered that cut across all the five themes including the need to meet carbon-neutral targets, supporting inclusive growth to ensure all our residents benefit from the development of the local economy including within urban and rural areas and communicating and engaging effectively with our businesses and residents, thereby creating a strong Staffordshire identity.

15. We are now developing a supporting delivery plan(s) to outline those specific programmes to deliver the strategy. A range of activities are already underway to respond to the crisis. Our Enterprise Centres have been particularly successful in recent years in supporting business investment, start-ups and thereby creating jobs. The County Council was already progressing plans to extend the centres within Cannock and Silverdale and considering the COVID-19 crisis, these projects have been examined to ensure that they remain viable, sustainable and effective. It is believed that this type of unit will remain in demand in the long-term and the projects will therefore continue to be desirable.

16. The monthly licences and supportive atmosphere of the centres helps start-ups and fledgling businesses learn how to operate their business in a safe place where business support is readily available. Existing businesses are assisted

through difficult times in working out a plan of action and given time to recover. The centres will therefore play a vital role in the economic recovery of the county.

17. The overall cost of the two schemes is £877,000, with £371,150 funded by the SSLEP from the Local Growth Fund, £150,000 from the joint County Council / Cannock Chase District Council Pye Green Investment Fund and £355,850 through County Council borrowing. It is anticipated that SCC borrowing costs will be recovered by the 13th year of operation of the schemes and whilst the COVID-19 crisis has led to some uncertainty regarding economic conditions, start-up space and high-quality workspace is going to be vital whilst business support schemes such as the new start-up support scheme should drive up the demand for such office space. Timescales for the project are tight with works needing to begin as soon as possible to enable the drawdown of funding from the LEP by the required deadline of 31st March 2021. The outputs of the schemes comprise 21 additional industrial units and 45 new jobs at a cost per job of £19,500 (further detail provided in appendix 2).

18. We know from the last recession that as people are unfortunately made redundant, there is often an increase in people starting their own business. This is of course welcome and to be supported, with the benefit of people starting their own business not only meaning that they are economically active, but there is also the potential for these new businesses to go and be successful and employ others. Alongside the continued support through the enterprise centres, it is therefore also important we continue to provide high-quality business support for start-ups including through the new £0.360m start-up support scheme. This £0.360m has been requested to be reserved from the COVID-19 funding the County Council has received from central government.

19. We will need to continue to review and refresh our existing activities against the priorities of the Economic Recovery, Renewal and Transformation Strategy whilst new programmes will need to be developed where there are gaps.

**Purpose**

20. Whist the COVID-19 crisis has undoubtedly had a negative impact on the global economy, the situation has raised several challenges and opportunities that it will be important for us to consider further. Our Strategy therefore outlines how we will grasp the opportunities that will likely go a long way to helping us achieve our renewed vision over the next five years.

21. Our Economic Recovery, Renewal and Transformation Strategy should also be seen in the wider context in which we operate. Our Strategy will both support and shape the wider recovery planning through both the Staffordshire and Stoke-on-Trent Local Resilience Forum and the Local Enterprise Partnerships. Furthermore, we will feed into and shape wider regional and cross-boundary approaches such as the Constellation Partnership and the Midlands Engine (to name but two).

22. The development of this strategy will not only ensure our interventions are targeted on the right priorities, it will also allow us to influence/shape the approach

taken by LEPs, the Midlands Engine, Government and other relevant bodies. The strategy will aid with securing funding and powers to deliver the strategy, including through the various Government policy agendas such as devolution, 'levelling-up' and the Shared Prosperity Fund.

**Governance**

23. A governance model has been created within the County Council to ensure effective decision-making and delivery through the immediate crisis. Included within the governance model is an 'Economic Recovery Cell' which has the responsibility of delivering this Strategy through both the 'respond' and 'recovery' phase. Through the 'recovery' phase and beyond, the County Council will utilise existing governance arrangements (including reporting to Cabinet Members and Cabinet), alongside a Corporate Recovery Group, to manage and monitor the delivery of this strategy and supporting delivery plan(s).

24. It will clearly be vital to ensure that the County Council continues to work proactively with all partner organisations in the delivery of the Strategy. To complement the work we do with the LEP we will bring together a business advisory board to help shape our thinking through a 'Star Chamber' with a limited number of representatives from major businesses from key sectors across Staffordshire. The 'Star Chamber' will help to shape the delivery plan(s) and drive forward the delivery of the strategy.

25. The Council will need to continue to work closely with the District / Borough Councils and Stoke-on-Trent City Council. The Council will also continue to ensure that there is political engagement in the delivery of the Strategy throughout its duration through the Staffordshire Leaders & Chief Executives Group. The delivery of joint programmes will be managed through existing and new locality working arrangements, as appropriate.

**Legal Implications**

26. At this stage in the development of the Strategy there are no specific legal implications to consider. With regards to the extensions to the Enterprise Centres, contractual arrangements pursuant to the delivery of the projects is delegated to the Director for Economy, Infrastructure and Skills and the Director of Corporate Services.

**Resource and Value for Money Implications**

27. There are no financial implications identified within the Strategy. Resource will be needed to deliver the Strategy, and this will therefore be considered as a part of the development of the associated delivery plan(s). In this regard and as part of the early delivery of the strategy, borrowing of £355,850 is required to deliver the extensions to the Cannock Chase and Silverdale Enterprise Centres with an expectation that the payback period will be within 15 years.

## List of Background Documents/Appendices:

Appendix 1 – Economic Recovery, Renewal and Transformation Strategy
Appendix 2 – Cannock Chase and Silverdale Enterprise Centre Extensions – Business Case Summary Information

Community Impact Assessment – Summary Document

## Contact Details

| | |
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**Staffordshire**

**Means**

**Back to Business**

Our five year strategy
to respond to the Covid-19 crisis
*...and lead Staffordshire's recovery, renewal and transformation into a thriving, digital, high-value and clean economy*

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County Council

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Moving to a renewed and strong economic landscape

# Foreword

## from the Leader of Staffordshire County Council

**Our ambitions for Staffordshire's businesses and people have not changed. We will be one of the highest performing shire counties in the country, creating great jobs and growth.**

There's no doubt that coronavirus has had an unprecedented effect on the UK economy and here in Staffordshire, and we anticipate tough times ahead for businesses.

But we are still ambitious for Staffordshire's growth, recovery and renewal. Although the county's economic landscape will be different, our aim remains that Staffordshire will still be on the national and international business map for the benefit of local people and our businesses.

We will still be one of the best performing counties in the country with our businesses highly productive and our residents earning good money through more and better jobs. That has not changed. It's just going to be a different and challenging journey to get there.

In Staffordshire, the recovery and renewal of our economy is already underway - we are better placed to do so than many, and we're eager to get back to business. Our local economy in general remains strong because of its diversity, and the resilience of our businesses. It will continue to be into the future, not least because Staffordshire is still one of the most cost-effective areas of the UK to regrow, renew and thrive.

We continue to be proud that the breadth and depth of skills across Staffordshire continues to improve at a rate far greater than across the country, and we will continue to invest in world-class connectivity, roads and infrastructure, and first-class business support - the practicalities that businesses need to recover and grow – for as long as it takes.

The role of the county council is central to supporting everyone during these changing times. As well as continuing to invest in the conditions all businesses need to thrive, the current situation has also presented us with many opportunities to further develop the Staffordshire economy by supporting the creation of those clean, digital, highly productive businesses that will provide the jobs of the future.

Our ambitious five-year Economic Recovery and Renewal Strategy builds on that to invest and support where it's needed to create long-term stability, growth and jobs for the people of Staffordshire.

**Philip Atkins OBE**

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# Our vision for a strong, resilient economy

## Our vision: recovery, but also renewal and transformation

Staffordshire is one of the best places in the UK to recover, grow and thrive; with world-class connectivity, one of the fastest-improving skill bases in the country, and low costs. Whilst there's no doubt that COVID-19 has had an unprecedented impact on our economy, we will continue to invest and support these advantages which are the conditions that all businesses need at the same time as supporting transformation into a changed economic landscape: a thriving digital-led, high-value and clean economy.

The county council's vision, as set out in our Strategic Plan, still stands true as we plan for recovery: A county where big ambitions, great

connections and greener living give everyone the opportunity to prosper, be healthy and happy.

Key to this is a continued focus on the economy, so that Staffordshire people are able to access good jobs that raise their living standards, whilst also improving physical and mental health. As we plan for the recovery and renewal of our economy, we must recognise the shift in business models and embrace the digital and climate change opportunities that have arisen to transform our economy to be robust and able to thrive.

Therefore, the vision for this Strategy is:

**That the Staffordshire economy recovers, renews and transforms post COVID-19 into a place where clean, productive businesses are created and thrive whilst existing business are supported to fully participate in the new, stronger, more competitive economy; ensuring that everyone in Staffordshire has access to more good jobs and shares the benefits of economic growth.**

### OVER 9,000 PROGRESSING

Over, 9,000 people involved in the £75m+ Strategic Skills Programme have gone into work, education, training or an apprenticeship, or have been upskilled to improve innovation and productivity.

### HIGHER SKILLS GROWTH

The improvement and growth in skill levels is growing faster across Stoke-on-Trent and Staffordshire compared to nationally, with **40,800** more adults having formal qualifications and **58,500** more adults qualified to degree level or higher in just 5 years.

### 10,623 LEARNERS supported by the 6 HUB SITES

The Advanced Manufacturing and Engineering Hub has created a surge in advanced manufacturing, engineering and construction skills. In addition, a further **3,500** people have learnt new employability skills at i54 South Staffordshire alone, one of Europe's premier business parks.

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## Our aims: mitigation, partnership working, greener, renewal

1. Through our understanding of the potential impacts of COVID-19 on the local economy, we will develop and implement plans to mitigate against these impacts including the use of external and local funding to assist in the immediate response.

2. To develop plans to refresh and reinstate delivery programmes that are aligned to our strategic priorities across the themes of business environment, people, place, infrastructure and ideas.

3. To develop plans for new programmes that will support the recovery, renewal and transformation of the local economy.

4. We will ensure climate change is always at the heart of our thinking and delivery planning.

5. Work with our partners to deliver the strategy, including accessing funding and lobbying for additional powers where necessary.

6. Throughout the delivery of the strategy, continue to maintain confidence and trust of the business community through communications and engagement.

## Our County: a strong track record, and one of the best places to recover and thrive in the UK

### 3,000,000
**SKILLED WORKFORCE**

3 million skilled people, including 24,300 students, within 1 hour, all benefiting from a multi-million pound skills investment programme

### 18.5%
**COST-COMPETITIVE**
Potential salary savings of 18.5% against the national average

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**Connected, competitive, complementary, collaborative** – are the key terms that define our area.  Located at the heart of the UK, the vibrant corridors and urban centres of the connected county of Staffordshire form a **growing economic powerhouse.** The COVID-19 crisis has impacted this growth, and we anticipate tough times ahead for some businesses, but we remain confident and ambitious for Staffordshire businesses and our economic landscape.

This Strategy outlines our ambitious and achievable plans as to how we will mitigate the impacts of the crisis and take advantage of opportunities that have arisen to transform the local economy.

Staffordshire boasts a diverse economy with significant strengths in automotive (Jaguar Land Rover, Gestamp), aerospace (Moog), energy (General Electric, ABB), medical technologies, (Cobra Biologics, Biocomposites), construction (JCB, KMF), digital (Risual) and agri-tech to name a few.   Cobra Biologics, based at Keele University's Science and Innovation Park, is even a part of the University of Oxford's vaccine group.  Our economy is a microcosm of the UK with dominance in service sectors, but **our thriving and growing high-value manufacturing base puts us in a unique position**.  Supporting such industries and their supply chains through the crisis and beyond will play an important part in rebalancing our economy, moving away from the low-value, low-wage industries that have formed the backbone of our economy in the recent past.

Whilst the county is home to many world-renowned brands, most of our businesses are small and medium enterprises.  They are the lifeblood of our economy; many have diversified during the COVID-19 crisis and many have even diversified to join the fight against the disease.  Our SME's are innovative and hard working - a great combination.

Whilst we face challenges, our strengths are numerous, not least our **location at the heart of the country**.  Forward thinking and outward looking, we already have plans in place or in development with a number of bordering economies.  Through a common purpose and shared resource, we are fully exploiting our unique geography and **world-class connectivity** to maximise growth, particularly through the Midlands Engine, Midlands Connect and Constellation Partnership.

**Staffordshire's skills gap is also decreasing.** No longer just the place for traditional skills, the rate at which our skill base is improving is one of the fastest in the UK, with a workforce of over 3 million all within an hour.  The Skills Strategy has responded to business need for more advanced manufacturing, engineering and digital skills, and our three main universities will allow us to further develop the skills of residents.  We have several high performing colleges across all parts of the county, including the Newcastle and Stafford College Group, the first college to achieve a rating of outstanding under the new Ofsted regime.

Staffordshire will be **surrounded by a number of new full-HS2 stations** and benefit from classic-compatible HS2 services. Ensuring the best connectivity possible to these stations throughout the county will provide significant future opportunities for growth with travel to London being possible in under an hour.

The county town of Stafford and larger towns throughout the county including Burton upon Trent, Uttoxeter, Cannock, Rugeley, Lichfield, Tamworth, Newcastle-under-Lyme, Biddulph, Leek and Cheadle remain the primary hubs of economic activity and where most of our residents live.

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The changing nature of retail has presented challenges for almost all town centres, an issue that may be further compounded by the COVID-19 crisis, with work to reshape and repurpose town centres being an increasingly important issue.

Whilst our urban centres are the primary residential and business locations, much of the county is rural and there has been significant development of our rural economy in recent years. Our natural assets such the Cannock Chase Area of Outstanding Natural Beauty and Peak District National Park, alongside numerous attractions including Alton Towers and Drayton Manor theme parks, has supported sustained growth of our tourism sector. Farming also remains a vital part of the Staffordshire landscape and supports many local industries, not least the food and drink sector. The brewing industry in Burton upon Trent is one of most historic and notable local assets.

Our track record speaks for itself. Staffordshire delivers regeneration, redevelopment, infrastructure investment and economic growth. We have seen results that have created more, better jobs. Results to inspire trust that Staffordshire County Council and local leaders have developed the right local solution.

**That is why we firmly believe our strategy will make a difference - it will support our economy to recover from the public health crisis and then enable it to transform and grow through clean, digital, highly productive industries.**



## The context of recovery and renewal

The unprecedented nature of the COVID-19 public health crisis and the resulting effects felt around the globe mean that the longer-term impacts are extremely difficult to predict.

**Never have we experienced such a wide-scale lockdown of all the major world economies with previous economic downturns primarily only affecting discrete geographies and/or industrial sectors.**

Interventions made to help support and minimise the economic impact of the pandemic have also varied, and the ultimate success of these policies will only become evident following the easing of lockdown measures. Within the UK, the government has made several very significant interventions to help to ensure that the economy can get moving again as quickly as possible, primarily through attempts to minimise business closures and job losses.

The Office for Budget Responsibility has predicted that these measures will help to enable a significant recovery of the UK economy towards the end of 2020, although recognising that this is very uncertain and may change. This scenario would of course be extremely welcome, although it must be considered that there is some likelihood that we will enter a period of longer-term recession whilst differing parts of the UK should be expected to recover at different paces.

The danger of entering a period of recession is that the structural make-up of areas will determine the length and severity of the impact. The sectors that are often hardest hit by recession, namely manufacturing and construction, could be negatively impacted as consumer spending is supressed. This would suggest that many areas outside of the South East, and particularly the Midlands and the North, could experience the economic impacts for longer. Whilst interventions will have sustained many people's incomes, spending across the economy has fallen. The hope is that they will spend freely once again when it is safe to do so.

As there are a range of scenarios being considered globally and nationally, it is important that this strategy and our associated delivery plans are flexible enough to respond to whichever scenario becomes a reality.

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# Responding, recovering, renewing and transforming

Despite the uncertainty as to how this will all play out over the medium-to-long term, there is no doubt that there will be a period where we need to **respond** to the immediate crisis and support our economy to **recover.** But in the longer-term there are opportunities that have arisen that we need to grasp to hasten the development of the Staffordshire economy; the most obvious being the positive environmental impacts bought about by the general reduction in travel and much greater prevalence of home working. But there are a whole range of opportunities considered throughout the strategy. Delivering the strategy and taking full advantage of these opportunities will further enable the Staffordshire economy to **renew** and ultimately **transform** into a place where clean, productive businesses are created and thrive whilst existing business are supported to fully participate in the new economy.

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## Why a five year plan? Our economic priorities for the next five years

**Our Economic Recovery, Renewal & Transformation Strategy sets out our priorities for the next five years through four, non-linear phases:**

- **Respond –** support our businesses and residents through the COVID-19 crisis.

- **Recover –** create the conditions to support our businesses and residents to return-to-work as soon as possible.

- **Renew –** continue to progress those priorities that will play an important role in achieving our ambitions to develop the local economy beyond the current crisis.

- **Transform –** utilise the opportunities presented by the current economic conditions by supporting the transformation of the local economy to be digital, clean and higher-value.

These will be flexible in view of:

- **The possible need to reinstate lockdown (the 'respond' phase) at some level in response to regional spikes of COVID-19 cases.**

- **The possible need for the county council to revise the corporate Strategic Plan, Medium-Term Financial Strategy, other wider strategies and transformation programmes, and that our economic partners may need to do the same or at least refresh their approach. The Economic Recovery, Renewal & Transformation Strategy sets out our economic priorities that will form an important part of all our own strategies and enable us to influence and shape the strategies of others.**

Our Economic Recovery, Renewal and Transformation Strategy should therefore be seen in the wider context in which we operate.

**Our strategy will both support and shape the wider Staffordshire and Stoke-on-Trent Local Resilience Forum Recovery Planning and the Local Enterprise Partnerships plans.**

Furthermore, we will feed into and shape wider regional and cross-boundary approaches such as the Constellation Partnership and the Midlands Engine (to name but two).

It is essential the county council has its own Strategy, as we are uniquely placed to support a whole-system approach to recovery, renewal and transformation of our economy, due to our responsibilities for transport, infrastructure, environment, education, skills and health.

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# Where we are now - Staffordshire's economy, strengths and opportunities

## A challenge....

Many economic commentators are currently suggesting that there is likely to be a significant economic downturn as a result of the COVID-19 crisis, the size of which will at least partly depend on the effectiveness and duration of public health measures and ultimately the exit strategy.

In terms of unemployment there are early signs that there is likely to be the sharpest spike on record.   Staffordshire is already seeing in an increase in the number of people claiming unemployment benefits with more expected due to the prevalence of jobs in high-risk sectors.

It would be expected and hoped that the interventions made will enable at least some of the sectors most immediately affected by the crisis to quickly recover.  The hospitality industry for instance should be able to operate from July, alongside government guidelines and if it is safe to do so.  Although there must be recognition that it is likely that will enter a sustained period of

recession which will continue to affect jobs, wages and spending.  This will undoubtedly include some business closures whilst many other businesses will adapt to survive and thrive.

A longer-term recession has the potential to affect a range of different industries and therefore jobs than those that have been immediately affected. Whilst the Staffordshire economy has continued to restructure in recent years, manufacturing and construction industries remain vulnerable and are a vital part of the local economy accounting for a fifth of all total employment within the county.

However, it remains important to remember that Staffordshire remains a powerful economic entity whilst significant progress has been made in supporting the growth of the local economy in recent years. The county is home to around 875,000 people with the right skills for recovery and a vast array of world-renowned international companies, world-class connectivity and the right conditions for businesses to recover, grow and thrive.

## Our strengths and opportunities...

### World class connectivity

While we face challenges, our strengths are numerous, not least our location at the heart of the country. Forward thinking and outward looking, we already have plans in place or in development with a number of bordering economies. Through a common purpose and shared resource, we are fully exploiting our unique geography and world-class connectivity to maximise growth, particularly through the Midlands Engine, Midlands Connect and Constellation Partnership.

Our location makes Staffordshire a hugely attractive place to live, work and invest. This has made Staffordshire particularly attractive to the logistics industry which continues to grow and presents significant opportunities for the future as the sector moves towards greater use of technology and cleaner ways to move goods around the country and beyond.

### Skills expansion

Staffordshire's skills gap is also decreasing. No longer just the place for traditional skills, the rate at which our skill base is improving is one of the fastest in the UK, with a workforce of over 3 million all within an hour. The Skills Strategy has responded to business need for more advanced manufacturing, engineering and digital skills, and our three main universities will allow us to further develop the skills of residents.

We have several high performing colleges across all parts of the county, including the Newcastle and Stafford College Group, the first college to achieve a rating of outstanding under the new Ofsted regime.

**Skills**

## Closing the skills gap

### Since 2014, we have seen

# 45%

### growth of people with qualifications

We have a well-established and high-performing skills system with providers that have had to adapt to deliver education and training through other means. Existing programmes and potential flexibilities provide the opportunity to address the recovery in skills, but there is an opportunity to be more transformative and start to deliver programmes that address longer-term skills issues such as digital, leadership and management, business improvement, lean, agile and automation programmes.

## Clean Innovation

Innovation within Staffordshire is also on the rise, both within businesses and through our universities. Ongoing innovation projects within the county include the Smart Energy Network Demonstrator, the HyDeploy project to trial injecting hydrogen into the gas network and the Association of Directors of Environment, Economy, Planning and Transport's (ADEPT)- supported SMART transport 'live-lab' project at Keele University, as well as the Digital Kiln project at Staffordshire University.



## Continued investment for long–term stability

Our success in creating the conditions to support growth has led to many large-scale investments made by companies indigenous to the county and from beyond. The continued development of employment sites will undoubtedly be important in continuing to support growth within the county.

The county council's Strategic Infrastructure Plan (SIP) highlights the vast amount of housing planned to be delivered in Staffordshire in the coming years, and the amount of infrastructure spending required to support this growth. Whilst any economic downturn will result in a suppression in housing demand, the severe shortage of housing in the country remains an issue and therefore continuing to support housing and associated infrastructure delivery will remain important moving forwards.



## Cleaner working and commuting

The shift to a greater prevalence of homeworking has had undoubted positive environmental impacts. If at least a proportion of the increase is sustained, this has the potential to impact future investment decisions, not least related to transport. Staffordshire remains a manufacturing heartland though, with the concentration of manufacturing and supply chain industries unlikely to be able to shift to such new ways of working. After all, we cannot yet build products remotely.

A key finding of the SIP is also that there has been underinvestment in our transport system, particularly roads, and there is therefore a need for investment to ensure what we currently have operates as effectively as possible before even considering the substantial growth in housing and employment planned over the next twenty years

**In summary, the Staffordshire economy has clearly been greatly affected by the COVID-19 crisis and is likely to continue to be for some time to come. However, the local economy remains strong and there are huge opportunities that the county is well placed to take advantage of if we make the right interventions and investments in the coming years.**

The Strategy and associated delivery plan(s) are underpinned by a live evidence base that is updated weekly when new data, evidence and research is released at a local, regional and national level.

# The silver-lining of COVID-19 – Future challenges and further opportunities to consider

Whist the COVID-19 crisis has undoubtedly had a negative impact on the global economy, the situation has raised several challenges and opportunities that it will be important for us to consider further. Grasping these opportunities will likely go a long way to helping us achieve our vision over the next five years.

- Perhaps most prominently, the COVID-19 crisis has shown many organisations, especially those within office-based sectors, that employees working remotely can and does work. Of course, this change in working patterns was already happening, but the current situation has expediated this change exponentially. This will undoubtedly affect future business investment decisions, but whilst it may seem that this could simply lead to a reduction in the demand for office space, we could actually experience a shift in where there is demand with many companies likely to question the value of spending £50 per square foot upwards for an office in parts of London, for example.

- As we already know within the county council, the shift to greater levels of remote working can have several benefits including for productivity and the work-life balance of employees. This shift is likely to mean the workforce of many organisations, particularly office-based, will be far more dispersed. Many businesses within the county are likely to be less reliant therefore on the local workforce, whilst equally Staffordshire residents may be more likely to work for companies from a far wider geography. This presents issues that will need to be considered through delivery planning across a number of themes including skills and inward investment.

- Increase our digital infrastructure as the demand will be there - The shift for many businesses to operating digitally has happened in a number of weeks rather than years as part of this move to remote working. This presents an opportunity for Staffordshire to speed up its plans for high-quality digital infrastructure across the county.

## Care

More widely than office-based sectors, many other industries have been affected by the crisis and will continue to be affected in the future. We have a thriving care market which has never been so revered as a career as it is now. We can support new entrants to the care market to support these essential services for our ageing population at a competitive price.



## Logistics transformation

Logistics has been one of our key growth sectors in recent years and whilst the closure of non-essential shops will have affected many logistics companies, the overall impact on the sector should only be relatively short to medium-term. However, how logistics firms operate in the future may change particularly as shopping habits continue to shift online. This sector will also need to respond to the low-carbon agenda, with the granting of planning permission for the Strategic Rail Freight Interchange proposal at Four Ashes, supporting the shift towards moving more freight by rail, with more smaller logistics operations potentially required to serve local markets. Given Staffordshire's location and the prevalence of logistics companies in our county there is a real opportunity to transform the sector as part of recovery.

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## The 'Grand Challenges'

The 'Grand Challenges' outlined in the national Industrial Strategy remain absolutely, if not more, relevant despite the COVID-19 crisis:

- Artificial Intelligence and data
- Ageing society
- Clean growth
- Future of mobility

Creating the conditions for growth in businesses that will help to address these challenges will go a long way to achieving the vision and aims of our Strategy. The environmental impacts, people travelling more sustainably, the care sector being revered more than it ever has been and many businesses innovating and making far greater use of digital connectivity are just a few of the positives to come from the crisis that are directly related to the 'Grand Challenges'. We need to ensure that we build upon these positives and not simply return to the way things were before.

## Exit from the European Union - providing more to our domestic market

Our exit from the European Union was already a key consideration for where businesses choose to locate in the future, but the COVID-19 crisis and its effects on international movements of both people and goods will now also affect future international investment decisions. Being able to supply goods to local markets and source supplies from the same country are substantial opportunities for us to grasp.

## Air quality improvements

The lockdown has produced an overall reduction in pollution, primarily due to the decline in transport movements with many choosing to run, walk and cycle. This, and how people are now more socially aware, are the right conditions to continue to develop and support the transition to sustainable methods of travel. Having declared a Climate Emergency prior to the COVID-19 outbreak, the county council welcomes this, and is leading the way in many regards not least those innovation projects.

**Simply returning to the way things were before the crisis would therefore be a missed opportunity and, alongside changing business practices and sustainable transport, further measures to continue the shift towards a low carbon, clean economy need to be developed.**

## Getting people back to work

One of the main challenges that we will face in the coming months and possibly years is the need to support the unemployed to become economically active, in whatever form, once more. We know from the past experiences of economic downturns that there is an opportunity to support more people to start their own business, including as an alternative to re-entering the labour market. The government's Job Retention Scheme means that there will be a proportion of our workforce that are currently furloughed but are at significant risk of being made redundant once that scheme comes to an end.

## Town Centres and high streets

The wider impact on Staffordshire as a place remains to be seen, particularly with regards to how town centres recover following the easing of the lockdown measures. As mentioned previously, the closing of non-essential shops has led to a significant increase in online shopping, with retailers such as Amazon having to prioritise deliveries in response to increased demand. Whether this shift in the way people shop will persist will only become clear as we enter the recovery phase, but longer-term impacts on town centres may expediate the need to reconsider and reshape town centres.

These are likely just a few of the issues we will need to consider further moving forwards, with many more likely to come to the fore through the different phases of the Strategy. The priorities set out in section 9 provide a broad framework as to how such issues will be considered, with further detail of specific programmes developed through the delivery plan(s).



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# Policy context

Following the general election in December 2019, the current government planned to progress several important Bills through Parliament that are related to the wider economic agenda. Clearly there is a degree of uncertainty as to how and when these will indeed now progress but what remains clear is that many of the national priorities prior to crisis will remain priorities afterwards, although with potentially differing levels of importance and focus. This section considers some of the most significant national policy agendas and what these may mean in the context of COVID-19 and beyond.

## Levelling-up

The government's levelling-up agenda is both a response to support received in the general election from areas that have failed to fully experience the benefits of economic growth in recent years and a recognition that there has been underinvestment in areas outside of the South East from successive governments.

Our Strategic Infrastructure Plan shows that there is evidence of underinvestment in Staffordshire whilst forthcoming changes to the Treasury Green Book appraisal process and planned substantial increases in public sector investment mean Staffordshire is well placed to fully implement the government's levelling-up agenda.

Clearly there is a possibility that levels of planned spending may change in response to the vast level of investment made to support the economy through the crisis. However, whilst this is currently uncertain, areas such as Staffordshire may be more susceptible to being adversely affected by a prolonged economic downturn.

It also seems highly likely that there could be a strong correlation between such areas and primarily areas outside of the South East that it seemed would be the focus of the government's levelling-up agenda. There is a strong argument therefore for this to still progress although likely with a greater focus on economic recovery.

## Devolution

The devolution of powers and funding has been a major national policy agenda for many years. Much of this stems from Lord Heseltine's No Stone Unturned report, a review into supporting economic growth across the country. So far, the primary beneficiaries of devolution have been those areas that have a Mayoral Combined Authority, with the devolved powers and funding differing somewhat for each area.

The government has committed to producing a Devolution White Paper this year. It is expected that the paper will bring some consistency to what powers and funding can and will be devolved whilst also setting out the governance model(s) that will be required, thereby enabling all parts of the country to benefit from devolution. It can be argued that the COVID-19 crisis has clearly shown the need to expedite greater levels of devolution, with many local organisations playing vital roles in supporting their residents and businesses. There is also a link to the 'levelling-up' agenda and how associated funding and powers can be devolved to areas. One of the major outputs of this strategy is a piece of work by an external body considering options of a Staffordshire model of devolution.

Page 103

## The Industrial Strategy

The government's Industrial Strategy sets out a long-term plan to boost the productivity and earning power of people throughout the UK whilst providing the framework for Local Industrial strategiess.  Local industrial strategy's, led by Mayoral Combined Authorities or Local Enterprise Partnerships, set out how local areas will deliver the priorities set out within the national Industrial Strategy, thereby having a strong focus on increased levels of productivity.  They intend to promote the coordination of local and national economic policy and funding streams and establish new ways of working between national and local government, and the public and private sectors.

The primary focus on productivity will need to change in the short to medium-term at least given the need to support the national and local economy to recover from the downturn.  Ensuring that people can return-to-work as soon as possible, thereby limiting longer-term implications, will therefore be a top priority.  However, the issue of relatively poor levels of productivity within the UK remains a major issue and improving productivity levels, linked to the levelling-up agenda, will be one of the main priorities in the longer-term.  The opportunities presented through the crisis may enable the creation of many more high-value, clean jobs, an issue that needs to be considered at both the national and local level.

## The Housing Strategy

Government published its Housing White Paper for tackling problems in the housing market at the beginning of 2017.  This recognises that if more new housing is to be built, at a faster rate, it will have to be accompanied by investment in new infrastructure.  The housing strategy also recognises the importance of strategic planning for long-term growth.

Government has already committed to new investment in housing, industry and infrastructure in Staffordshire through various funding programmes, primarily delivered through Homes England.  The sheer scale of the housing challenge and the amount and type of housing being built in recent years not meeting what the country requires means that housebuilding will remain a major priority moving forwards, although the demand for housing is likely to be suppressed in the short-term.

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## National Infrastructure Strategy

The National Infrastructure Commission published the first-ever National Infrastructure Assessment for the UK in July 2018, making recommendations for how the identified infrastructure needs and priorities of the country should be addressed. The assessment takes a long-term view, up to 2050 for most infrastructure themes, and is an important consideration as to what and how infrastructure may need to change in the future, such as the rollout of gigabit-capable digital connectivity and the move towards electric and autonomous vehicles.

It is expected that Government will respond to the National Infrastructure Assessment through the National Infrastructure Strategy this year and this will clearly be vital to future priorities and funding.

## The Fair Funding Review

The Fair Funding Review was begun in early 2016 and will affect how funding is allocated and redistributed between local authorities. There has been a clear recognition that the way local authorities are funded is no longer sensible, particularly relative to the significant decreases in funding directed from central government to local authorities over the last decade.

A particularly important aspect of the review has been how the retention of business rates can play its part in future local government funding, with a clear desire for a greater proportion of business rates to be retained locally, thereby incentivising growth. Several pilots have taken place as to how this may operate, one of which the county council was part of.

Also relevant is New Homes Bonus, a payment made to local authorities based on the number of houses built in the area, incentivising housing growth. Due to the split between upper and lower-tier authorities, New Homes Bonus has been of particular importance to the funding of District / Borough Councils in recent years. It is expected that New Homes Bonus will be reviewed as part of the 2020 Comprehensive Spending Review.

All these issues are clearly vital to the funding available to the county council and many of our partners in the coming years, whilst devolution also clearly has the potential to be important to the future funding mix. We will therefore need to continue to lobby for increased levels of funding for local government, including the county council, if we are to be able to continue to deliver high-quality services for our residents and businesses and support the development of the local economy, as detailed within this strategy.
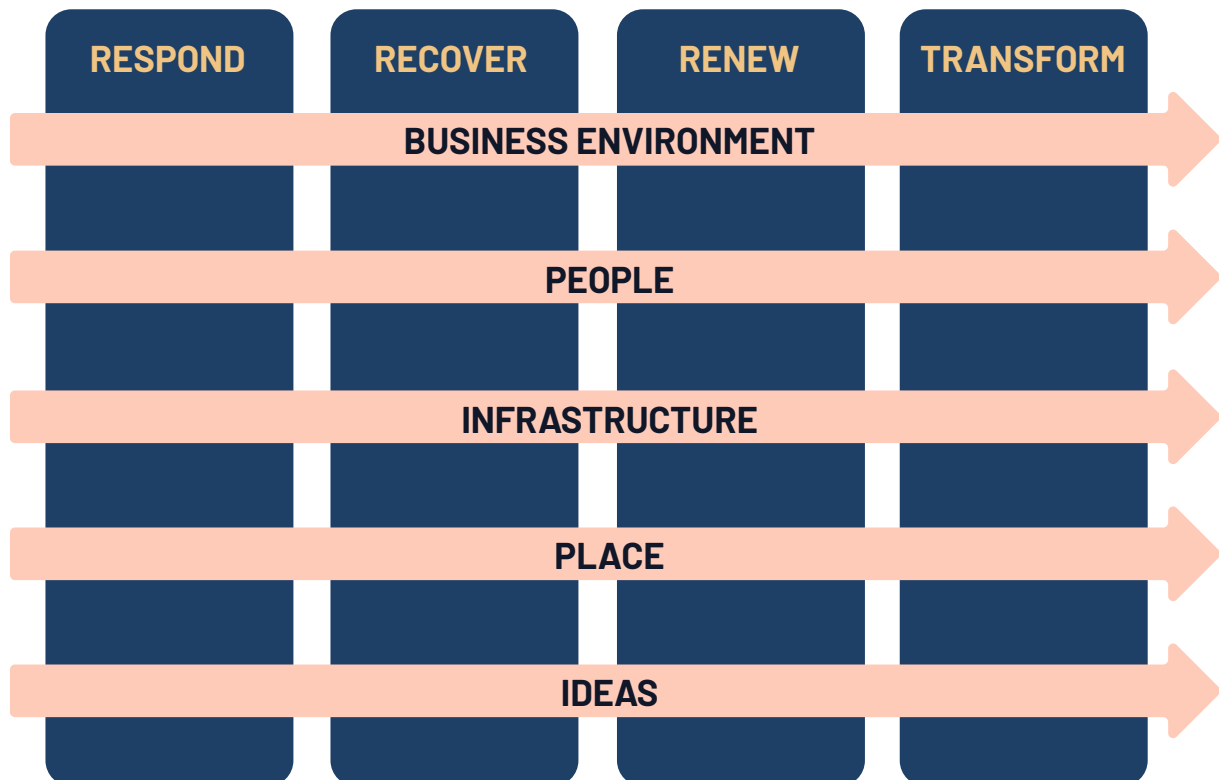
## Exit from the European Union (EU)

The United Kingdom left the EU on 31st January. We are currently within the transition period, during which negotiations over our future relationship with the EU are taking place and will conclude at the end of the year. These negotiations are on several matters that could have implications for the local and national economy, but of most importance to our businesses will be trade and immigration.

Those businesses that rely on trading with countries within the EU, both for imports and exports, and those reliant on EU workers will be affected by these negotiations. The COVID-19 crisis will have also affected the ability of businesses to trade and source labour from the EU given border restrictions that have been in place, and continue to be in place, although the true impact of this will not be known until all businesses begin to operate fully once more. This does present opportunities, although there are also risks and our future relationship with the EU will be an important determinant of the future dynamics of the local and national economies.

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# What we'll do

Our strategic priorities that will achieve our overall vision and aims in response to the Covid-19 crisis and possible prolonged economic downtown will be guided by **Respond, Recover, Renew and Transform**. These phases of the strategy will be non-linear.

| RESPOND | RECOVER | RENEW | TRANSFORM |
| --- | --- | --- | --- |

BUSINESS ENVIRONMENT

PEOPLE

INFRASTRUCTURE

PLACE

IDEAS

There are several issues that will be considered that cut across all the five themes including the:

- need to meet carbon-neutral targets.
- supporting inclusive growth to ensure all our residents benefit from the development of the local economy including within urban and rural areas.
- communicating and engaging effectively with our businesses and residents, thereby creating a strong Staffordshire identity.

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# What we'll do – the Business Environment

**Respond –** support our businesses to survive through the crisis and continue to operate if appropriate, including supporting those businesses struggling with cashflow but remain viable in the medium to long-term.

**Recover –** support those businesses affected by the crisis to recover at the earliest opportunity.

### Sub-priorities

- Continue to support those businesses with cashflow issues but remain viable.

- Support businesses to diversify into new areas where the market they were previously operating within has changed.

- Consider how we may support those businesses that rely on overseas trade if the crisis continues to adversely impact imports and exports.

- Support people to start their own business with a focus on the unemployed and those people currently furloughed but at risk of becoming unemployed.

**Transform –** support and deliver schemes where these are supporting companies to start-up, invest and thrive within those clean, high-value and transformational sectors that will form a vital part of the future Staffordshire economy including sites, premises and finance schemes.

**Renew –** continue to support people to start their own business and enable existing businesses to invest within the county and thrive.

### Sub-priorities

- Ensure that we have suitable sites and premises ready and available so that we can take advantage of future business investment opportunities, which includes the expansion and refurbishment of some Enterprise Centres.e.

- Following the withdrawal from the EU, continue to consider and shape the forthcoming Shared Prosperity Fund to deliver an effective business support service in Staffordshire.

- As international markets begin to open-up once more, support all our businesses to trade by helping them to identify opportunities to build their customer base.

- Consider the types of business premises that we are encouraging and directly developing in Staffordshire in order to ensure that developments are having a positive impact on local government finances and providing a revenue stream to fund other schemes.



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# What we'll do – People

**Respond –** ensure that residents are aware of and able to access appropriate support schemes through the crisis.

### Sub-priorities

- Support rapid-retraining programmes to support people to find employment in those sectors that have grown during the crisis.

- Work proactively with our skills providers to ensure they continue to operate digitally where possible through the crisis.

**Recover –** support and deliver employment support schemes to ensure people that are made redundant can return to work as quickly as possible.

### Sub-priorities

- Ensure that support is provided to those socio-economic groups most impacted by the downturn including through equipping people with skills for key sectors, of particular importance for young people who are most likely to suffer in the long-term.

- Work with our skills providers to return to operating and delivering education and training courses at the earliest possible opportunity, including consideration of what training opportunities may be required to assist our businesses in their recovery.

**Renew –** ensure that residents within Staffordshire have the skills to meet the needs of our existing and future businesses.

### Sub-priorities

- Retain and attract skilled workers, including graduates, by ensuring that Staffordshire is an attractive place to live and work.

- Encourage a greater level of lifelong learning and support people to upskill and reskill throughout their working lives.

- Develop an effective local careers advice service that supports people in making good career choices throughout their lives, not only in terms of meeting the needs of existing and future employers but also encouraging people to start their own business and develop the leadership, management and other skills necessary to ensure local businesses have the greatest opportunities to innovate and grow.

- Develop further vocational education and training provision within Staffordshire to support our key sectors that require more technical skills.  This will include maximising the benefits of the apprenticeship levy by encouraging a greater number of higher-level apprenticeship opportunities within the county, enabling larger employers to take greater ownership of their future skills requirements.

- Address any issues that are either discouraging or stopping residents from entering employment, which depending on the area can include generational factors, health issues, poor educational attainment, a lack of appropriate and affordable childcare, a lack of affordable housing in areas where there are good employment opportunities, etc.

**Transform –** work with local and surrounding skills providers to develop the skills amongst our population that will meet the needs of the clean, high-value and transformational businesses we are aiming to develop and attract.

# What we'll do - Infrastructure

**Respond –** continue to maintain our transport system to ensure that essential business and workers are still able to move freely around the county.

### Sub-priorities

- Support our public transport operators to access available funding opportunities to remain operational.

- Work with our digital infrastructure providers to ensure all organisations and residents can continue to operate digitally where possible.

**Recover –** ensure that infrastructure within Staffordshire can support businesses and residents in returning to work at the earliest opportunity.

### Sub-priorities

- Work with public transport operators in returning appropriate levels of service through the recovery.

- Further enable and support residents and workers in being able to travel by sustainable transport methods, particularly walking and cycling, given the increases in these activities seen during the crisis.

**Renew –** reconsider infrastructure projects in response to the downturn and continue to promote, deliver and support the delivery of projects as appropriate.

### Sub-priorities

- Ensure that the substantial levels of growth planned for Staffordshire can be accommodated without being detrimental to levels of accessibility and connectivity.

- Continue to support and work to maximise the local economic benefits of major infrastructure schemes such as HS2, the A50(T) North Midlands Manufacturing Growth Corridor and M54-M6 Toll Link Road.

- Continue to improve broadband speed and availability across Staffordshire, ensuring that new housing and employment developments have access to gigabit-capable broadband whilst also considering how we maximise the benefits of improved digital connectivity, including the use of 5G and other emerging technologies.

**Transform –** deliver those infrastructure projects that will support the growth of those clean, high-value and transformational sectors that will form a vital part of the local economy in the future, with a particularly focus on digital connectivity given the significant shift in businesses / working practices through the crisis and the inward investment opportunities this presents.



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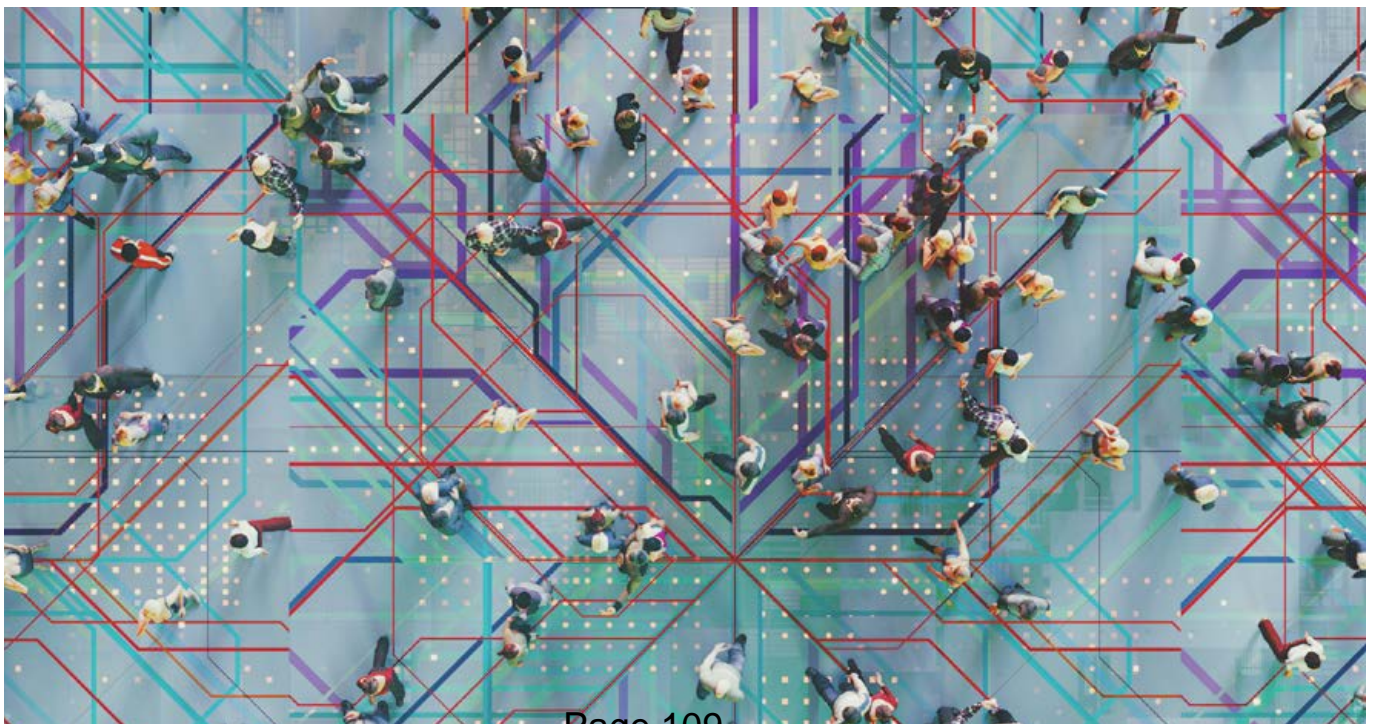
# What we'll do – Place

**Respond –** support those places that are most adversely impacted by the crisis due to their industrial structure by proactively sign-posting to appropriate schemes.

**Recover –** consider how positive environmental impacts can be at least partly maintained through the recovery whilst also ensuring we prioritise the recovery of those areas most impacted by the downturn.

**Renew –** continue to ensure that Staffordshire is an attractive place to live, work, invest and visit.

### Sub-priorities

- Address the issues related to the balance of housing in Staffordshire, including a lack of aspirational homes within parts of the county and a need for smaller affordable housing in rural areas to attract and retain a younger population, whilst also allowing older residents the opportunity to downsize and free-up family housing.

- Continue to progress those aspirational, transformational projects that will form a vital part of the county's future including those schemes developed through the Constellation Partnership such as Stafford Gateway.

- Continue to support our District / Borough Council partners in their efforts to revitalise and reshape their town centres.

**Transform –** consider the long-term vision for Staffordshire as a place, including the changing role of many town centres and how we continue to protect and support the development of our cultural and environmental assets and rural areas.

# What we'll do - Innovation

**Respond –** support those businesses and organisations that are innovating and taking advantage of new markets and opportunities presented by the crisis.

**Recover –** support those businesses and organisations involved in innovation activities and projects affected by the crisis to begin operating at the earliest opportunity given their importance to the future local economy.

**Renew –** continue to support and deliver those innovation projects that will continue to be vital to Staffordshire moving forwards.

### Sub-priorities

- Take full advantage of and build upon the innovation strengths that we already have within Staffordshire. This could include the development of Catapult-type centres relevant to our key sectors.

- Encourage a greater level of innovation amongst our local businesses and support stronger links between businesses and relevant research institutions.

**Transform –** develop those innovation assets, employment sites and premises that will support the creation and investment of clean, high-value and transformational businesses. This may include the development of further science parks where businesses and the university co-exist and co-operate.

### Sub-priorities

- Support our businesses to diversify into new, innovative markets, particularly where the crisis has had a negative impact on the business's viability.

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# How we'll do it

Achieving our mission and objectives will require the delivery of projects and programmes aligned to our strategic priorities. These projects and programmes will evolve throughout the delivery of the strategy. They are therefore set out in the strategy's supporting delivery plan which will be reviewed on a regular basis, including against performance of the delivery plan in achieving the strategy's vision and aims. This section sets out the overarching strategic principles for the delivery plan, including brief consideration of some of the activity already taking place in response to the COVID-19 crisis.

## What we're already doing

We've moved at speed to make a difference at the time when people and businesses most needed it.

At a local level we have so far:

**Staffordshire Means Emergency Business Grants**

## Offered the Emergency Grant Scheme for micro-businesses

The £500,000 fund has made a considerable difference to micro-businesses across Staffordshire not eligible for other grants or support and was closed due to demand in just five days.

The National Careers Service (NCS) are leading this work with the employers and individuals in scope. For people at risk of redundancy or already redundant/ laid off, NCS carry out a telephone skills analysis and give whatever support is needed. This includes signposting businesses and individuals to other support provision offered via a range of partners. NCS match people to the vacancies that they have been notified of and the ones they have obtained for themselves.

## Redundancy & Recruitment Triage service

The County Council and City Council, on behalf of SSLEP, have created a triage service to help those made jobless, as a result of the COVID-19 crisis, back into employment,

including many in Apprenticeship roles. The National Careers Service (NCS) are leading this work with the employers and individuals in scope.

For people at risk of redundancy or already redundant/ laid off, NCS carry out a telephone skills analysis and give whatever support is needed. This includes signposting businesses and individuals to other support provision offered via a range of partners. NCS match people to the vacancies that they have been notified of and the ones they have obtained for themselves.

**Staffordshire Means Innovative Start-ups**

## Start-up support scheme

A £0.36m business start-up scheme has been developed to enable and support residents at risk of redundancy in starting their own business, enabling residents to remain economically active and hopefully create successful businesses that go on to become employers.

## Delayed rent payments

For those businesses that the county council is their tenant, we have agreed to delay rent payments to support these businesses through these difficult times and help with their cashflow.

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# What we'll continue to do – laying the conditions for growth

Prior to and during the COVID-19 crisis, a range of activities have continued to progress.  Many, if not all, of these will remain vital to achieving our ambitions for the Staffordshire economy over the next 5 years as they lay the conditions for growth and develop long-term stability.  However, through the development of the delivery plan all activities, existing and new, will need the following considered against principles:

1. **Delivery of the Economic Recovery, Renewal & Transformation**
2. **Alignment to one or more of the strategic priorities**
3. **Outputs**
4. **Deliverability**
5. **Funding**
6. **Risk**

In the development of the delivery plan and the consideration of existing and new schemes, it will also be important to consider what needs to stop, what needs to continue, what needs to start and where there may be gaps in interventions against the strategic priorities that need to be filled, across all phases of the strategy.

## Funding the strategy

A vast amount of funding has been allocated to respond to the immediate crisis, including £38 million of funding to help towards the county council's efforts to manage the pandemic.

In future phases of the strategy, many of the projects and programmes that we will deliver and support to deliver could either be entirely funded by the private sector or locally using existing funding sources.  Where public sector funding is required, we will ensure investment is prioritised to deliver those projects that ensure the greatest impact in achieving our vision and aims.

In the longer-term, funding to the deliver the strategy is more uncertain and will be dependent on several factors. We have an opportunity to explore different approaches to funding growth as a county council as well as influencing how the government progresses its various policy agendas including 'Fair-Funding' for local government, 'levelling-up', devolution and the Shared Prosperity Fund.  We will continue to work with our partners, including government, to shape and access funding to deliver the strategy as appropriate.

## Working with our partners to get the job done

Working with our partners is critical to getting the job done:

### Government

The county council works directly with many government departments.  In recent years this has included the Department for Business, Energy and Industrial Strategy on several skills projects, the Ministry of Housing, Communities and Local Government and particularly Homes England on housing schemes including the proposal for a new garden settlement in Stafford Borough, the Department for Transport on a number of major road schemes, the Department for Digital, Culture, Media and Sport on the delivery of the superfast broadband project and the Department for Environment, Food and Rural Affairs on a number of funding schemes for rural areas and businesses.

Whilst devolution should provide greater autonomy for local areas and this is something we will support, it will be clearly be vital for us to continue to work closely with government to deliver our vision and aims through the crisis and beyond.

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# What we'll continue to do – laying the conditions for growth Cont...

## Midlands Engine

The Midlands Engine partnership brings together public sector partners and businesses to complement the activity of local and combined authorities, LEPs, universities, businesses and others.

The Midlands Engine Strategy sets out a collective ambition for economic growth and prosperity across the East and West Midlands.  It aligns with the national Industrial Strategy and highlights how the region can build upon existing business sectors and areas of opportunity.  It highlights many of our key industries, universities and employment areas as places of national and global significance.

The Midlands Engine priorities are all vital to the future economic growth of the Midlands and Staffordshire and we will continue to proactively engage in the Midlands Engine to support investment in the area.  Partners within the Midlands Engine are currently considering priorities in response to the COVID-19 crisis with emerging themes including:

- Access to finance and cashflow
- Skills and labour supply (including furloughing)
- New business models including digitisation
- Social distancing and implications for coming out of lockdown

- Trade agreements
- Consumer behaviour – persistence of changing consumption and mobility patterns
- Supply chain readiness and pinch points
- Rural and urban economies e.g. food supply, processing and consumers
- Consequences of reported inflexibilities and gaps in coverage of current government business support measures
- Productivity and logistical consequences of the large-scale switch to remote working and e-commerce which, depending on persistence, may have implications for long term land-use and transportation policy and planning
- Long term health and well-being consequences of enforced isolation (health, education, psychological)
- Vulnerability of the young to employment effects and concerns about potential long term 'scarring' impacts on labour market participation and career progression

These themes clearly align closely to many of our own priorities and we will continue to engage with the Midlands Engine to shape the regional response to the current crisis as appropriate.

## Midlands Connect

Midlands Connect researches, develops and recommends transport projects which will provide the biggest possible economic and social benefits for the Midlands and the rest of the UK.  Through Midlands Connect we are considering the wider future requirements for investment in the strategic road and rail network.  We view this as being a key mechanism for the development of connectivity improvements, particularly investments by Highways England and National Rail.

The partnership is currently conducting a range of studies in to how we can alleviate congestion and support growth across several strategic transport corridors that are within or affect Staffordshire, particularly the A50/A500 corridor and connectivity to the west of the West Midlands conurbation.  We are actively engaged in these studies and future transport investment will remain vital to supporting the future growth of Staffordshire.

# Stoke-on-Trent & Staffordshire
## Enterprise Partnership

### Stoke-on-Trent and Staffordshire Local Enterprise Partnership

The Stoke-on-Trent and Staffordshire Local Enterprise Partnership (LEP) brings businesses and local authorities together to drive economic growth, create jobs and raise skills levels.  Since its inception, the county council has secured a significant amount of investment through the LEP for many projects across the county including several roads, employment sites, housing and business premises projects.  The LEP also has responsibility for the Stoke-on-Trent and Staffordshire Growth Hub which provides support services for our local businesses.  It will clearly be vital to continue to work with the LEP to secure investment into Staffordshire moving forwards.

LEPs will have a role in bringing together partners to consider wider strategic economic recovery priorities across their geographies.  The county council will therefore continue to work with the Stoke-on-Trent and Staffordshire LEP and all our adjacent LEPs to ensure that the priorities across the wider sub-region benefit Staffordshire, and vice versa.

In addition to the LEP, the county council also proactively works with our business representative organisations, particularly the Staffordshire Chambers of Commerce and Federation for Small Businesses.  These organisations have a vital role in having direct contact and working with our business community.

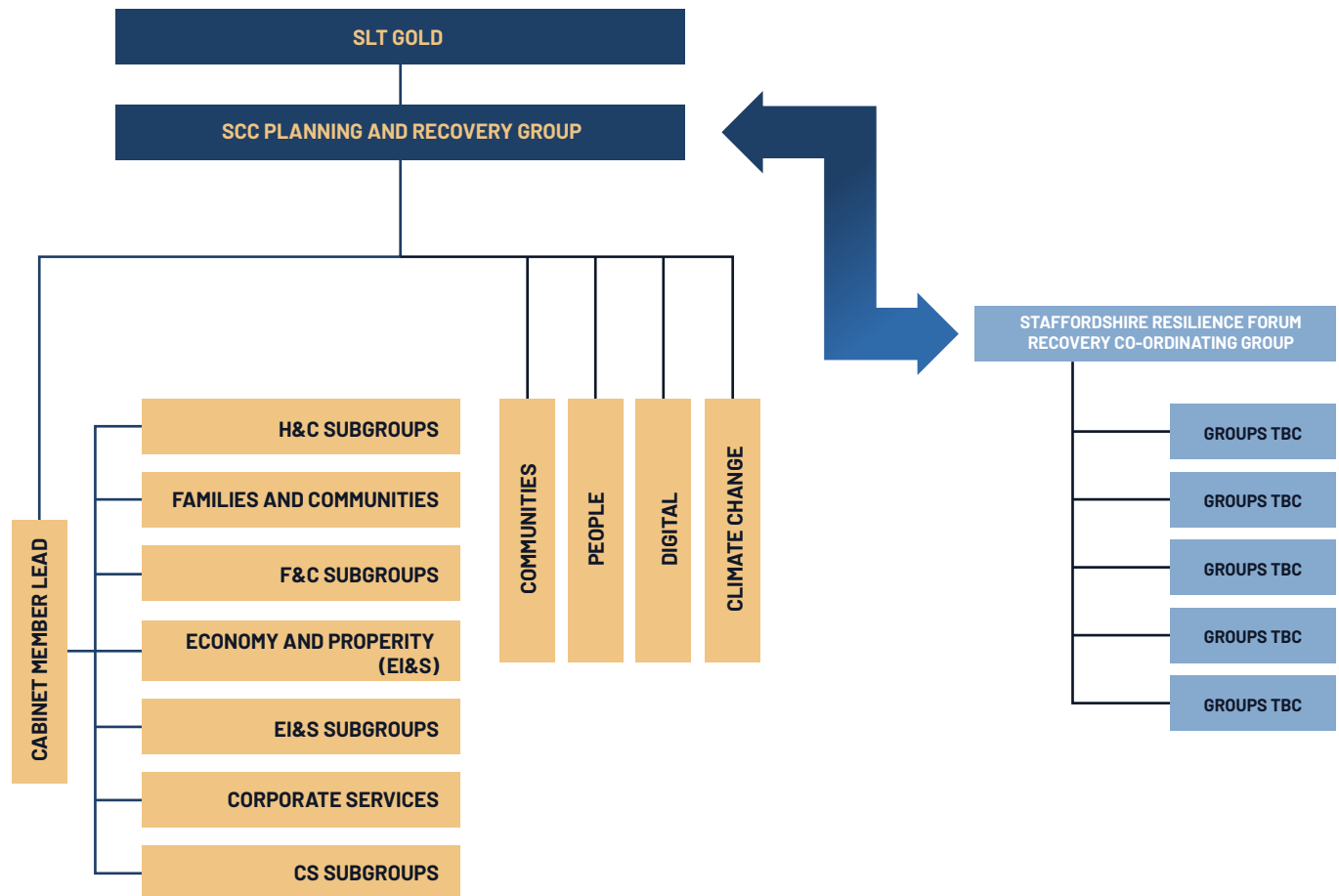## Staffordshire's District / Borough Councils

Staffordshire County Council has a strong track record of working proactively with the Staffordshire district / borough councils, including on many programmes that have had a substantial positive impact on the local economy.  We need to work closely with our district / borough councils as many, if not all, of our economic programmes require a multi-disciplinary approach with the county and district / borough councils having different but complementary relevant responsibilities.  This includes the Districts / Boroughs role as Local Planning Authorities.

This Strategy recognises the importance of Staffordshire as a place to the future recovery, renewal and transformation of the local economy and alongside planning policy responsibilities, the districts / boroughs work and responsibilities to reshape town centres, in tandem with the county council's roles particularly regarding infrastructure delivery, will play a vital role in achieving the aims of the strategy.



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## Governance

A governance model has been created within the county council to ensure effective decision-making and delivery through the immediate crisis, as set out below.

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┌─────────────────────────────────────┐
│              SLT GOLD               │
└─────────────────────────────────────┘
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│  SCC PLANNING AND RECOVERY GROUP    │ ◄─────┐
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                                               ▼
                                    ┌─────────────────────────────┐
                                    │ STAFFORDSHIRE RESILIENCE    │
                                    │ FORUM RECOVERY              │
                                    │ CO-ORDINATING GROUP         │
                                    └─────────────────────────────┘
```

| CABINET MEMBER LEAD | H&C SUBGROUPS |
| | FAMILIES AND COMMUNITIES |
| | F&C SUBGROUPS |
| | ECONOMY AND PROPERITY (EI&S) |
| | EI&S SUBGROUPS |
| | CORPORATE SERVICES |
| | CS SUBGROUPS |

COMMUNITIES · PEOPLE · DIGITAL · CLIMATE CHANGE

GROUPS TBC
GROUPS TBC
GROUPS TBC
GROUPS TBC
GROUPS TBC

Included within the governance model is an 'Economic Recovery Cell' which has the responsibility of delivering this strategy through the 'respond' phase. Once we move into the 'recovery' phase and beyond, the county council's usual governance models will manage and monitor the delivery of this strategy and supporting delivery plan(s), including scrutiny by the Prosperous Staffordshire Select Committee

It will clearly be vital to ensure that we continue to work proactively with all our partners in the delivery of the strategy. We will need to continue to work closely with our district / borough councils and Stoke-on-Trent City Council; through the Staffordshire Chief Executive Officers Group we will establish a steering group of officers with relevant responsibilities from the all of the local authorities to consider and drive forward the delivery of this Strategy and those of the districts / boroughs / city. We will also continue to ensure

that there is political engagement in the delivery of the strategy throughout its duration through the Staffordshire Leaders & Chief Executives Group. The delivery of joint programmes will be managed through existing and new locality working arrangements, as appropriate.

To complement the work we do with the LEP we will bring together a business advisory board to help shape our thinking through a 'Star Chamber' with a limited number of representatives from major businesses from key sectors across Staffordshire. The 'Star Chamber' will help to shape the delivery plan(s) and drive forward the delivery of the strategy.

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# Performance Monitoring

Detailed performance metrics will be dependent upon the specific interventions made and are therefore set out within the supporting delivery plans. There are however several metrics that are important in monitoring our performance through the immediate crisis, including:

- Growth Hub support metrics

- Redundancy and recruitment triage service metrics

- Regular performance metrics to understand state of local economy including:
  - Job losses by district and sector
  - Claimants
  - Job vacancies

- Regular performance metrics to understand state of learning and training including:
  - People not in employment, education or training (NEET)
  - Learning and training provider failures
  - Learner declines
  - Apprentices furloughed / made redundant

- Regular performance metrics to understand the state of transport including:
  - Passenger and provider declines

**Staffordshire**

**Means**

**Back to Business**

www.staffordshire.gov.uk Page 117

Moving to a renewed and strong economic landscape

**Cannock Chase & Silverdale Enterprise Centre Extensions
Business Case Summary Information**

## Summary

1. The County Council has a long-established reputation for creating & managing a series of managed Enterprise Centres, comprising primarily workshops, across the county. A recent review confirmed the Centres are well-run and well-managed and the Centre Survey 2016 indicated that there is a very high level of satisfaction with the services provided by centre staff and with the accommodation including the match of units with their business requirements.

2. Opportunities have been identified within two of the Centres for expansion to create additional units of the type that is under greatest demand at both Centres. The Centres are Cannock Chase & Silverdale and both proposed extensions will create extra workshop space. The Cannock element is for the conversion of existing space that is much in the same condition as it was when SCC acquired the site from the Coal Authority in the early 1980's and therefore needs extensive work to render it functional for the desired use. The Silverdale element is for the installation of additional modular construction-based units on surplus car parking area.

3. Funding is the key factor, especially for Cannock where several past schemes have failed due to insufficient grant availability to create a commercially viable business case. Both European Regional Development Fund (ERDF) & Local Growth Fund (LGF) investment has been sought for this project, the intention being for this scheme to be 100% externally funded. Unfortunately, the project could not comply with the stringent ERDF rules but £376,000 LGF has been offered by the SSLEP for the project. In addition, £150,000 has been secured for towards the Cannock element of this project from the joint SCC/CCC Cannock Chase Economic Growth Board. The request is therefore for the balance of funding £355,850 to facilitate the delivery of the project. Financial analysis indicates that the scheme should comply with the County Council's 15-year repayment target.

4. Recovery from the effects of the COVID-19 will be a major challenge for the local economies everywhere. A significant aspect of the economic recovery plan will be prioritisation of support for new, fledgling businesses creating jobs as well as downsized, longer-established businesses safeguarding jobs. The availability of efficient quality business premises on legislatively compliant, business-friendly terms will be vital to assist recovery efforts. Economic predictions show that some businesses will be lost but due to astute tenancy structuring by the Centre's management team, there should be a higher than average business survival rate at the Centres hence large number of vacancies are not expected from the COVID-19 impact. Whilst the duration of effect of the virus cannot be accurately predicted, the proposed premises would support the economic recovery then provide a robust revenue stream for the County Council in the long term.

5. Adoption of an innovative approach to the provision of the workspace at Silverdale has brought the potential for delivering a significantly greater floorspace than would otherwise have been possible. However, time constraints for the LGF funding and ensuring the quality and longevity of the units will require two exceptions to standard procedure. The first exception would be for a streamlined tender process

with the tender to be sent out to 6 companies with an established track record rather than place an advert in Contracts Finder. The second exception is requested is for the decision on tender selection to be made on a 60/40 quality/price basis thereby ensuring the tenderers focus on quality which should aid the longevity of the proposed units.

## Introduction

6. The County Council has a long-established reputation for creating & managing a series of managed workspace, primarily workshops, across the county. A recent review confirmed the centres are well-run and well-managed and the Centre Survey 2016 indicated that there is a very high level of satisfaction with the services provided by centre staff and with the accommodation including the match of units with their business requirements.

7. This paper has been produced to provide guidance to assist determining the acceptance of the level of LGF investment, and supporting SCC investment, to facilitate the development opportunities at Cannock Chase Enterprise Centre and Silverdale Enterprise Centre.

8. Silverdale and Cannock have been chosen for this project as they are areas which need employment. A recent study by Sheffield Hallam University has shown that former mining areas still have not recovered from pit closures. Issues including unemployment, ill health and social disadvantage have extended beyond ex-miners in these areas. The Ministry of Housing, Communities and Local Government (MHCLG) said it was "determined to unlock the potential of former coalfield areas". This project is intended to help meet this need as the Enterprise Centres form significant employment sites for both Cannock and Silverdale.

## Cannock Chase Enterprise Centre

9. Cannock Chase Enterprise Centre currently has 86 mixed use industrial, workshop and office units.  There are rarely any vacant workshop or industrial units and there is a constant waiting list confirming the desire to be located at this site.

10. The opportunity is to develop a large area of unoccupied first floor space of Block 3 into 9 rentable business units.  It would be possible to create 6 units of c. 600 ft$^2$ and 3 units of c. 300ft$^2$, all of which would be flexible in design to allow for potential mixed use but would be intended as light industrial / creative industry use.

11. A feasibility study proved the technical viability but gave options regarding the provision, or not, of windows as currently there are none. This element would enhance not only the attractiveness of the proposed units but also their sustainability through facilitating the use of natural light and ventilation. This approach has been adopted due to its enhanced sustainability benefits.

12. The main budget headings are as follows:

| Capital build costs | £361,390 | Project development assoc. costs | £8,089 |
|---|---|---|---|
| Accessibility / visibility | £25,000 | Client Project Management costs | £8,089 |
| Contingency | £18,070 | Optimism Bias | £23,425 |
| Professional fees | £47,871 | Total | £491,934 |

## Silverdale Enterprise Centre

13. Silverdale Enterprise Centre is a mixed-use facility housing 21 offices and 10 workshops. The workshops remaining consistently popular since the opening of the Centre back in 2005 with an average annual occupancy rate of 99.50%.

14. A scoping study verified the project feasibility and gave the options for construction type. No traditional form of construction has proven financially viable whereas modular construction units have proven viable and have therefore been adopted as a preferred option.

15. The main budget headings are as follows:

| Capital build costs | £293,000 | Project development assoc. costs | £15,383 |
|---|---|---|---|
| *of which 'Workshop & Welfare units' are (max)* | *£175,000* | Client Project Management costs | £6,153 |
| Contingency | £14,650 | Optimism Bias | £17,998 |
| Professional fees | £36,918 | Total | £384,102 |

## Timescale

16. This project has tight deadlines. Entrust have undertaken the necessary investigative & design work to get the project to its current state and have also created programmes for the work required for both Centres. Those programmes indicate that they require formal briefing during the week commencing 18th May 2020 in order to satisfy the financial expenditure drawdown by 31st March 2021, the LGF deadline. Timescale contingency factors are included in the programme. If the necessary SCC approval processes have not been completed before this commissioning milestone, Entrust will be commissioned at the promoter's risk but with a parameter for immediate cessation of works should the project not receive the necessary approval.

## Funding and Outputs of the Project

17. Originally, the anticipation for this scheme was for full funding to be available through ERDF and LGF hence requiring no capital investment from SCC. Despite giving protracted and painstaking promotion of the project, in October 2019 MHCLG decided the project was non-compliant with their criteria and therefore the potential for ERDF investment disappeared.

18. An intense period of review, project development & more detailed financial work followed which saw significant refinement and an identification of form, function and financial balance for the proposed project on the two sites. For the Cannock Centre proposal, the physical form could not be altered therefore a revised financial proposal was drafted comprising the following:

| LGF investment | £148,065 | £150,000 less 1.29% retained by LEP for admin costs. |
|---|---|---|
| Pye Green Investment Fund | £150,000 | Approval given by Cannock Chase Economic Growth Board and E, I & S SLT. |
| SCC borrowing | £193,935 | This meets the 15-year payback period requirement. |
| Total scheme cost | £492,000 | |

For Silverdale, adoption of modular construction gave a more cost and functionally effective proposal, comprising 12 units of c. 320ft$^2$ and 1 welfare unit with a funding structure as follows:

| LGF investment | £223,085 | £226,000 less 1.29% retained by LEP for admin costs. |
|---|---|---|
| SCC borrowing | £161,915 | This meets the 15-year payback period requirement. |
| Total scheme cost | £385,000 | |

19. The combined figures are as follows:

| LGF investment | £371,150 | £376,000 less 1.29% retained by LEP for admin costs. |
|---|---|---|
| Pye Green Investment Fund | £150,000 | |
| SCC borrowing | £355,850 | This is substantially less than previous costs due to scheme refinements for the Silverdale proposal. |
| Total scheme cost | £877,000 | |

20. Financial approval has been secured for the £376,000 LGF from the LEP, less the administrative fees as indicated. Financial approval for the investment of the £150,000 from the Pye Green Investment Fund is also in place and which has approval from E, I & S SLT. Financial approval is also required for the investment of the requisite £355,850 from SCC borrowing for the delivery of the scheme. The cost of borrowing this sum is approximately £66,000 thus making the total cost of the scheme £421,850 (including borrowing costs) will be recovered by year 13. It is understood that there is the potential for this paper to need to go to Cabinet for ratification due to the level of borrowing required.

21. The outputs of the proposals comprise 21 additional industrial units and 45 new jobs at a cost per job of £19,500.

22. The true value, however, lies in the quality of the jobs attracted to the areas. The ambition of the Project is to attract higher skilled, higher productivity focussed businesses in; for example, advanced manufacturing, digital & environmental technologies. With these units being principally starter units, this should allow the companies to grow and move into the existing larger units already available at the two sites.

23. Work on the expansion of these two Centres was already well under way before the COVID-19 virus started to affect the economy, the prediction was that at current rents and the anticipated take-up rates, the new project would repay the SCC borrowing in the 13$^{th}$ year of operation therefore meeting the SCC 15-year repayment target.

## The COVID-19 impact.

24. The Enterprise Centres are a very valuable resource for the county; for example, Cannock Chase Enterprise Centre is one of the largest non-retail employment areas in its district. Prior to the virus' effect on the economy, the Centre had been full for more than 2 years. The Silverdale Enterprise Centre has been operating for 15 years with a 99.50% annual occupancy rate and a waiting list for workshop space for a substantial proportion of that time.

25. A significant aspect of the economic recovery plan will be supporting new and fledgling businesses in efficient quality business premises on legislatively compliant, business-friendly terms. There is a shortage of light industrial units across the entire county, but the longest waiting list has been in Cannock. Economic predictions show that some businesses will be lost but due to astute tenancy structuring by the Centre's management team, most tenants have qualified for the £10,000 Small Business Rates Relief grant from the District Councils. This should mean a higher than average business survival rate hence large number of vacancies are not expected from the COVID-19 impact. Whilst the duration of effect of the virus cannot be accurately predicted, the proposed premises would support the economic recovery then provide a robust revenue stream for the County Council in the long term.

26. Recovery from the effects of the COVID-19 will be a major challenge for the local economies everywhere. A significant aspect of the economic recovery plan will be prioritisation of support for new, fledgling, highly motivated businesses in the 'Staffordshire Start-Up Programme' creating jobs as well as the downsized, longer-established businesses safeguarding jobs prior to expansion back to their former capacity. The availability of efficient quality business premises on legislatively compliant, business-friendly terms will be vital to assist recovery efforts.

## Sustainability

27. Sustainability for the project is woven into the very fabric of the project. For Cannock, this comprises the refurbishment of building space lying predominantly vacant for more than 35 years. For Silverdale, the proposal is based on the upcycling of single-use shipping containers. In both instances, workspace would be created out of existing entities while aiming to minimise the embedding of additional carbon in their creation and minimising of future energy usage are key facets. Future inclusion of enhanced sustainability systems, such as installation of charging points for electric vehicles, can be accommodated as appropriate.

## Risks Identified

28. Technical. For Cannock, this is a refurbishment of a very simple, robust building. For Silverdale, it is the installation of buildings on excess car parking space created as part of the Enterprise Centre in 2005. Entrust will be undertaking the enabling works and a specialist provider will be commissioned to create & install the workshop & welfare units. Therefore, the technical aspects for both sites are considered a low risk.

29. Procedural. Only the Silverdale scheme would require planning permission but as a scheme promoting marginal intensification of a well-established functioning estate with minimal external impact and with additional employment benefits generated, the risk is seen as low.

30. Scheme delivery. As stated earlier in this report, the timescale is quite tight but with the necessary contingencies in place, risk to the scheme delivery timetable is seen as low/medium.

31. External parties/stakeholders. As a low impact scheme supporting economic growth in a way that has marginal effect on 3rd parties, the risk of reputational impact is seen as low.

32. Financial.
    a. A detailed financial study has been undertaken in conjunction with SCC Accounting Services for both sites and which includes all the contingency / optimism bias elements advised by Entrust. Given this and the preceding aspects, financial risk for delivery is also considered as low.
    b. The COVID-19 effect on the economy is expected to affect the rate of uptake of units but expectation is that the overall payback period will remain within the 15-year target; i.e. that the financial risk for repayment non-compliance is considered as low.

## Conclusion

33. Both elements of this project, Cannock & Silverdale, are simple, functional, robust and what the local economy in both areas' needs. The business case for both elements of the project proves their commercial viability. It is envisaged that this type of unit will remain in demand in the long term thus underpinning the value of the project.

34. In light of the Covid-19 crisis, the project has been examined to ensure that it remains viable, sustainable and effective. The use of Enterprise Centres across Staffordshire has been a particularly effective model in helping businesses to gain confidence during and recovering from economic recession. The monthly licences and supportive atmosphere helps start-ups and fledgling businesses learn how to operate their business in a safe place where business support is readily available. Existing businesses are assisted in times of cash flow difficulties or loss of contracts to work out a plan of action and given time to get back on their feet. It is believed that the Enterprise Centres will be a necessary part of the Recovery Plan for Staffordshire and additional small workshop units in Cannock and Silverdale will be in demand.

Appendix 1 – Scheme locations & plans

**CANNOCK CHASE ENTERPRISE CENTRE**
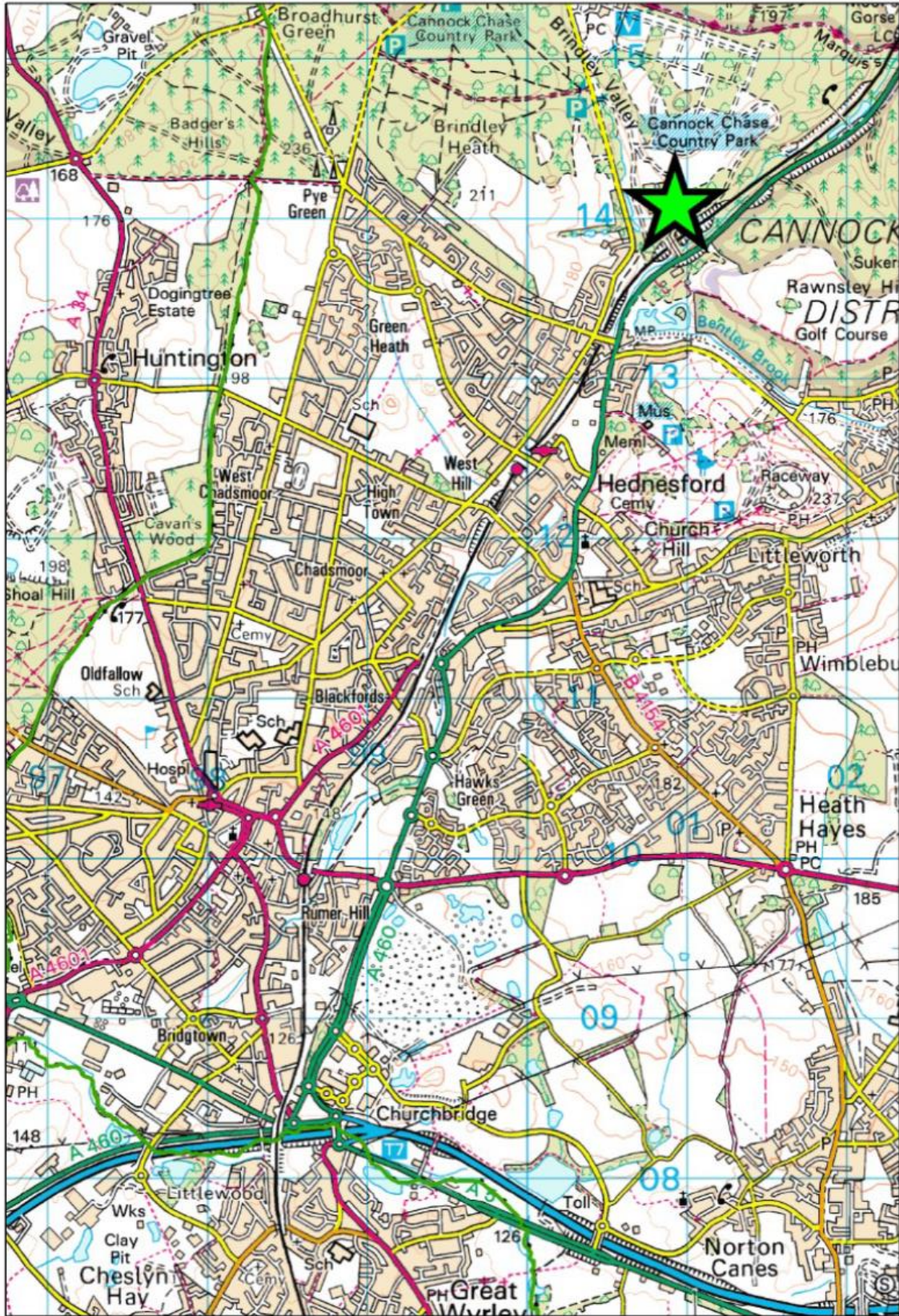


Enterprise Centre Location Plan
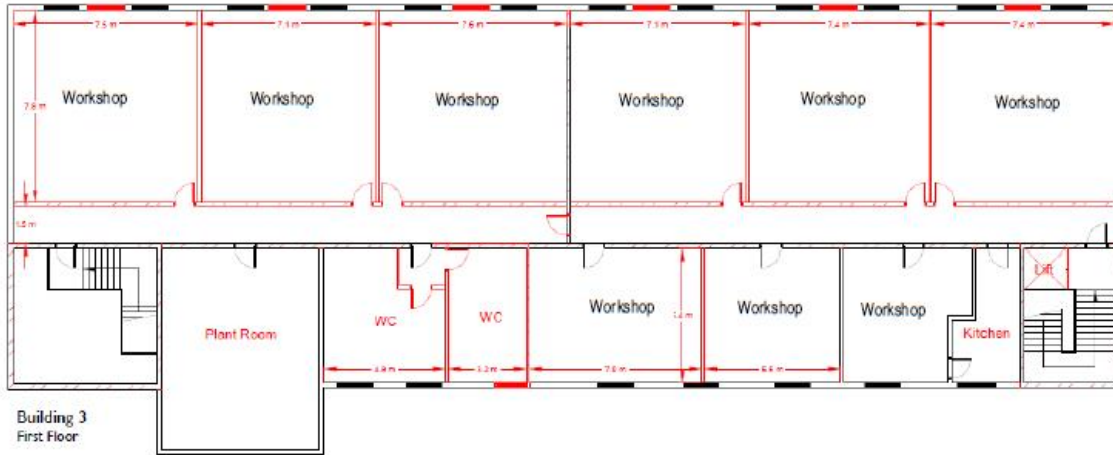
Layout of upper floor conversion of Block 3
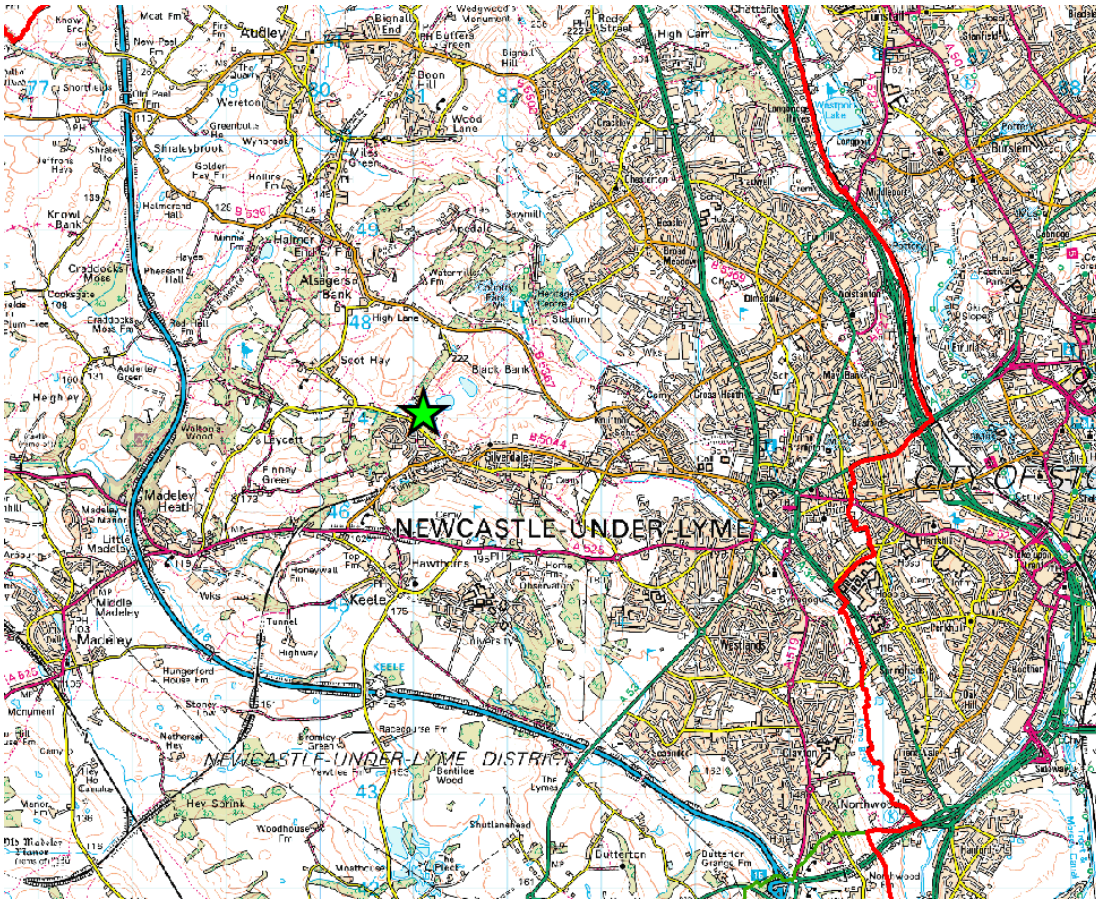


Block 3
Southern and eastern elevations



Block 3
Northern elevation





Current internal condition

**SILVERDALE ENTERPRISE CENTRE**

Enterprise Centre Location Plan



Red rectangle shows proposed location of the new units.

# Community Impact Assessment
# Checklist and Executive Summary

**Name of Proposal:**

Economic Recovery, Renewal & Transformation Strategy

**Project Sponsor:**

Darryl Eyers, Director for Economy, Infrastructure & Skills

**Project Manager:**

Matt Shufflebotham, Economic Development Officer

**Date Completed:**

**27/05/20**

# Final Checklist

Prior to submitting your Community Impact Assessment (CIA), please ensure that the actions on the checklist below have been completed, to reassure yourself / SLT / Cabinet that the CIA process has been undertaken appropriately.

| Checklist | Action Completed | Comments/Actions |
|---|---|---|
| The project supports the Council's Business Plan, priorities and MTFS. | Yes | |
| It is clear what the decision is or what decision is being requested. | Yes | |
| For decisions going to Cabinet, the CIA findings are reflected in the Cabinet Report and **potential impacts are clearly identified and mitigated for** (where possible). | Yes | |
| The **aims, objectives and outcomes** of the policy, service or project have been clearly identified. | Yes | |
| The **groups** who will be affected by the policy, service or project have been clearly identified. | Yes | The current situation means that this is evolving and is being monitored closely through an evidence base that is being updated weekly |
| The **communities** that are likely to be more adversely impacted than others have been clearly identified. | Yes | As above |
| Engagement / consultation has been undertaken and is representative of the residents most likely to be affected. | No | Inclusive growth is a theme that cuts across all the strategy and the aim is therefore for all residents to benefit from its delivery. The nature of the crisis has meant that we have had to develop our plans through the Strategy at pace. |
| A range of people with the appropriate knowledge and expertise have contributed to the CIA. | Yes | |
| Appropriate evidence has been provided and used to inform the development and design of the policy, service or project. This includes data, research, engagement/consultation, case studies and local knowledge. | Yes | |
| The CIA **evidences** how the Council has considered its statutory duties under the Equality Act 2010 and how it has considered the impacts of any change on people with protected characteristics. | Yes | |
| The next steps to deliver the project have been identified. | Yes | |

## Executive Summary

The Executive Summary is intended to be a collation of the key issues and findings from the CIA and other research undertaken. This should be completed after the CIA and research has been completed. Please structure the summary using the headings on the left that relate to the sections in the CIA template. Where no major impacts have been identified, please state N/A.

|  | Which groups will be affected? | Benefits | Risks | Mitigations / Recommendations |
|---|---|---|---|---|
| **PSED**<br><br>What are the impacts on residents with a protected characteristic under the Equality Act 2010?<br>Highlight any concerns that have emerged as a result of the equality analysis on any of the protected groups and how these will be mitigated. It is important that Elected Members are fully aware of the equality duties so that they can make an informed decision, and this can be supported with robust evidence. | The impact of the COVID-19 crisis has the potential to affect some demographic groups more than others, although this is currently very unclear. For instance, early anecdotal evidence suggests that with the hospitality industry being particularly adversely affected, this may have a greater impact for females and younger people. | Inclusive growth is a key strand throughout the strategy and its delivery will help to ensure reduce inequality. The Enterprise Centre projects are located within two communities that face multiple deprivation issues and have potential to benefit these communities. | The nature of the crisis and potential subsequent downturn in the economy has the potential to adversely impact some groups more than others | The Strategy will support the economy to recover quickly, thereby minimising the impact of the crisis. An evidence base is being updated on a weekly basis to monitor the impact and a strategic priority within the Strategy is to support affected groups, allowing the County Council to respond accordingly. |
| **Health and Care**<br><br>How will the proposal impact on residents' health? How will the proposal impact on demand for or access to social care or health services? | The COVID-19 crisis has the potential to negatively affect health outcomes of all residents, particularly for those people who are made redundant and/or concerned about their jobs and money. | The COVID-19 crisis has led to some positive health benefits with more people walking, running and cycling. | A key concern is that residents become long-term unemployed with associated scarring effects. There is also a risk that residents travel patterns/ methods return to what they were before the crisis | The Strategy aims to support the recovery of the economy as quickly as possible thereby reducing the impacts on health, whilst also maintaining some of the increase in travelling by sustainable means through appropriate interventions. |
| **Economy**<br><br>How will the proposal impact on the economy of Staffordshire or impact on the income of Staffordshire's residents? | Inclusive growth cuts across all priorities within the strategy, with the aim being that growth will benefit all residents. | The Strategy sets out how we will create a more prosperous Staffordshire to the benefit of all our residents. | Not delivering the strategy has the potential to adversely affect our resident's economic | The Strategy is a living document and will be updated accordingly to reflect changing conditions to ensure we are continuing to have a positive impact on the development of the |

| | Which groups will be affected? | Benefits | Risks | Mitigations / Recommendations |
|---|---|---|---|---|
| | | The proposed enterprise centre facilities would expand the very successful range of managed workspace offered by the County Council within two of the areas in the county that suffer from multiple deprivation issues. | wellbeing, including for specific groups. | local economy. |
| **Environment**<br><br>How will the proposal impact on the physical environment of Staffordshire? Does this proposal have any Climate Change implications? | Specific projects are being developed as part of a delivery plan(s) for the Strategy. However, inclusive growth is a 'golden-thread' throughout the document and therefore the impact on specific groups and locations will be considered as part of the development of projects. | Supporting jobs and housing growth is a key part of the strategy, i.e. providing residents with good employment and homes and all the benefits this brings. Clean growth and the need to support the transition to a low carbon economy is a key priority that also cuts across all strategic priorities within the strategy.<br><br>The effect on the built environment of the enterprise centre extensions will be minimal especially for the Cannock element. The Silverdale proposal includes requirement for | Development needs to be delivered sustainably to ensure any adverse impact on the environment is mitigated against. Not supporting clean growth has the potential to lead to unsustainable future development.<br><br>With regards to the enterprise centre no risks have been identified for the Cannock site. A small risk is identified for the Silverdale site due to its proximity to the adjacent country park. A full assessment of potential impacts will | Any impact of the delivery of the Strategy on the environment will be considered as part of the development of specific projects / programmes and the overall delivery plan(s).<br><br>Mitigation for the Silverdale site has already been actioned through the inclusion of an architectural input requirement into the design process. |

| | Which groups will be affected? | Benefits | Risks | Mitigations / Recommendations |
|---|---|---|---|---|
| | | the workspace to have an architecturally engaging form. | be considered | |
| **Localities / Communities**<br><br>How will the proposal impact on Staffordshire's communities? | All residents | The impact on specific communities / locations is a cross-cutting theme throughout the strategy to ensure all residents can benefit from future growth. This includes town centre development and the need for positive education and skills outcomes. | The benefit of growth being isolated to specific residents and locations has the potential for some residents to be left behind | Inclusive growth and the impact on specific residents / locations are key strands throughout the Strategy and will be considered further through project / programme development |

**Cabinet meeting on 17 June 2020**

**Final Financial Outturn Report**

**2019/20**



**Philip Atkins, Leader of Staffordshire County Council said:**

"This report covers the last financial year and the period when the authority first began helping those affected by Covid-19 pandemic so, as a result, does not begin to reflect the millions of pounds subsequently spent in that direction.

"However, it shows that despite the rising costs of care for older people and providing support to vulnerable children and young adults the council has still been able to invest millions of pounds in more school places, highways and economic regeneration."

**Mike Sutherland, Cabinet Member for Finance, said:**

"At a time when local authorities face great pressures, good management and investment of our resources means the county council has been able to balance the books, invest in Staffordshire's future and keep some money for emergencies.

"The longer term implications for this authority, particularly around the rising costs of adult care and children's services remain a serious concern. We continue to work with Government to find answers to putting local government funding on a more sustainable footing."

**Report Summary:** This report outlines the final financial outturn position of the county council including delivery of the Medium Term Financial Strategy.

**Recommendation(s)**

I recommend that:

a. Cabinet Members note the final outturn position.

b. Cabinet Members approve that the unspent Contingency sum of £4m be added to the Investment Fund previously established to fund commercial or other investments.

c. Cabinet Members approve the capital financing arrangements as set out in Appendix 3, including the capitalisation of transformational revenue expenditure.

## Cabinet – 17 June 2020

## Final Financial Outturn Report 2019/20

**Recommendations of the Leader of the Council and Cabinet Member for Finance**

   a. Cabinet Members note the final outturn position.

   b. Cabinet Members approve that the unspent Contingency sum of £4m be added to the Investment Fund previously established to fund commercial or other investments.

   c. Cabinet Members approve the capital financing arrangements as set out in Appendix 3, including the capitalisation of transformational revenue expenditure.

**Report of the County Treasurer**

**Reasons for Recommendations:** To inform Cabinet of the final financial outturn for 2019/20.

**Report Commissioner:** Rob Salmon

**Job Title:** County Treasurer

**Telephone No:** 01785 27 6300

**Email:** rob.salmon@staffordshire.gov.uk

# Latest Financial Summary

**The following graphs summarise the final financial performance of the council. Full details are contained in this report.**

The graphs and charts are compiled using final outturn information.

This report presents the final position for both revenue and capital budgets at the end of the 2019/20 financial year. The final revenue position is a small saving of £53,000 across portfolio budgets (0.01%). This is within our Financial Health target of 2% variation on revenue budgets.
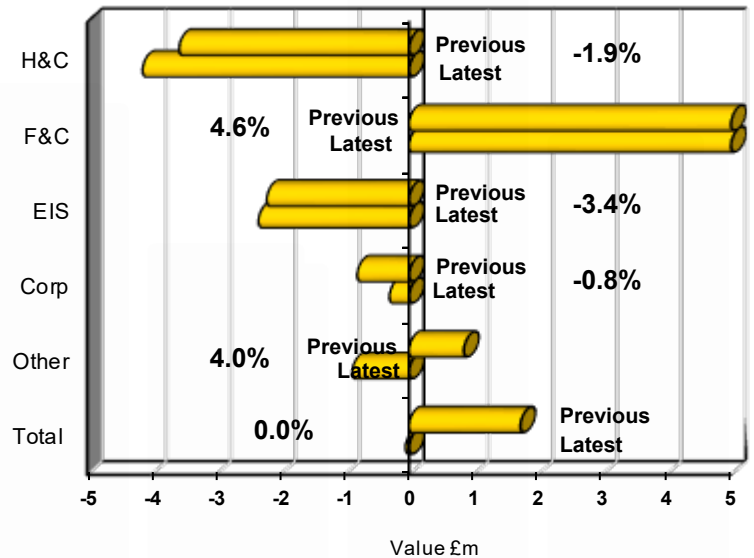
The quarter 4 forecast was a small overspend of £1.728 and since then the coronavirus has become a global pandemic which is having a severe impact on the economy. The government has issued two payments of grants to local authorities in order to support the additional pressure of continuing to provide vital services during the pandemic while protecting both workforce and local residents. Following the use of this grant, it leaves a small saving of £53,000 on services which will transferred to general balances.

It has not been necessary to allocate any amounts from contingency and therefore this budget can be transferred to reserves to be available for future investment requirements.

The capital outturn is £110.5m which represents continued investment in schools, highways and economic regeneration. The capital programme has been fully funded. The final position includes £5.7m of transformational revenue expenditure which has been capitalised in accordance with the Flexible Use of Capital Receipts direction.

To enable us to provide future flexibility to finance the Capital Programme, £1.435m of repairs and maintenance spend has been capitalised.

## Revenue Budget Variance



## Capital Programme
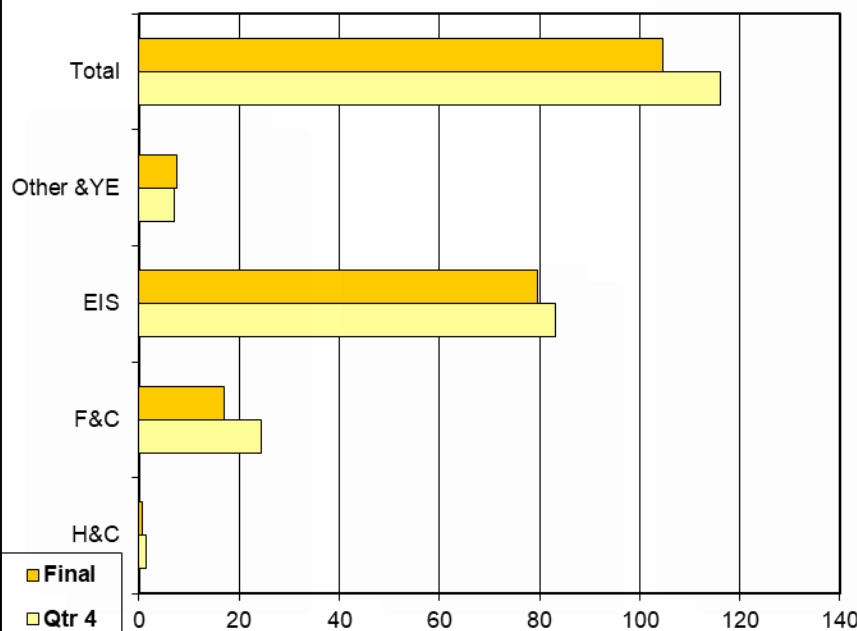
**County Council Financial Outturn**

1.   This report presents the final position for both revenue and capital budgets at the end of the 2019/20 financial year.

2.   The quarter 4 forecast was a small overspend of £1.728m and since then the coronavirus has become a global pandemic which is having a severe impact on the economy. The government has issued two payments of grants to local authorities in order to support the additional pressures of continuing to provide vital services during the pandemic while protecting both workforce and local residents. The first grant payment was received at the end of March and was £22.3m. This has been carried forward for use in 2020/21, apart from £0.680m which has been used to fund those Covid-19 related costs that were incurred prior to 31st March. Following the use of this grant, it leaves a small saving of £53,000 on services which will be transferred to general balances.

3.   In addition, no further amount has been required from the Contingency budget and therefore £4m remains unspent at the end of the year, which can be transferred to reserves to be available for future investment requirements.

4.   The capital programme shows total expenditure of £110.464m. This reflects our continued investment in school places, highways and economic regeneration. In 2019/20, £5.719m of capital receipts were used to fund transformational spend, this is included in the total expenditure above.

5.   A detailed breakdown of the revenue position can be found in **Appendix 2** with the capital position shown in **Appendix 3**.

6.   The following paragraphs contain a key financial summary of how each of the portfolio areas have performed during the year.

7.   **Health & Care**                                                    **Saving £4.138m (1.93%)**

8.   *Public Health & Prevention*                                                  *Breakeven*

9.   Public Health has underspent by £1.1m, mainly due to underperformance on Lifestyles contracts of £0.950m. There have also been underspends on the Smoking in Pregnancy contracts of £98,000 and savings due to staff turnover, vacancies and staff recharges.

10. The £1.1m underspend will be carried forward in the Public Health reserve which will increase to £1.7m. Of this, £0.505m is earmarked for use in the new financial year.

11. *Adult Social Care & Safeguarding*                    *Saving £1.730m (4.53%)*

12. Overall, the service has saved £1.730m, an increase of £0.463m since the quarter 4 report. This increase relates to a range of staff related savings.

13. The Adults Learning Disability Team (ADLT) restructure was completed in November 2019 and delivered the planned MTFS saving in full. There is also an additional saving of £1.120m arising from staff vacancies held prior to the introduction of the new structure. The saving has increased slightly from that forecast at quarter 4 due to some further delays in recruiting to vacant posts in the new structure.

14. Following a review of the Mental Health North team that transferred back to the council last year, a saving of £88,000 has been achieved which is in line with the forecast at quarter 4. There was a small overspend of £97,000 in the Learning Disability In-House provider services due to vacancy factors built into the staffing budgets not being met in some teams and the need to employ addition agency staff to cover absences. This is slightly lower than the forecast of £0.203m at quarter 4 due to additional health income.

15. Within Care Systems, Adult Safeguarding and Appointeeships have a saving of £0.351m which is an increase of £26,000 from quarter 4 due to staff turnover and holding vacant posts.

16. The Deprivation of Liberty Safeguards assessments has overspent by £62,000 but the Medical Health Assessments have a saving of £70,000, this saving is due to the temporary suspension of MHA due to the Covid-19 pandemic.

17. Other variances amount to a saving of £0.267m, an increase of £0.192m from quarter 4. Of this, £0.187m is due to lower operational activities against the CM2000 Staffordshire Homecare Framework contract.

18. *Care Commissioning*                                   *Saving £2.407m (1.38%)*

19. Overall, the service has saved £2.407m. Further savings of £0.106m have been identified since the quarter 4 report.

20. The Older Peoples service has overspent by £0.495m, which is a deterioration of £0.558m from a forecast saving of £63,000 at quarter 4. This overspend is due in main to a number of additional residential placements. The additional total cost to the Council of rising prices and increased demand was £10m in 2019/20.

21. The Council procured a number of block-booked beds at a lower cost per bed, which has helped to mitigate the overspend. In the medium term and longer term

the Council is undertaking direct intervention in the market and had recently announced a care partner to deliver nursing care from the Hillfields site, which is currently undergoing refurbishments. Despite these measures, managing the continuing trend of increasing prices in the provider market and developing alternative cost-effective strategies continues to prove particularly difficult. The ongoing associated cost-reduction measures outlined above will continue to carry a high level of risk.

22. The implementation of the Dynamic Purchasing System in 2017/18 was expected to deliver lower Care Home placement costs. The rising trend in prices has offset this saving and therefore MTFS savings of £0.5m for 2019/20 have not been achieved.

23. The final saving for Physical Disabilities has increased to £1.020m, an additional £0.789m since the forecast at quarter 4. This change has arisen in the main due to the number of residential and nursing placements not being as high as anticipated leading to a saving of £0.481m, a reduction of £0.165m on direct payments as a number of services packages were ended and a substantial amount of surplus funds were recovered. There has also been a reduction in the pressures on home care of £91,000 due to a number of packages being ended.

24. Equipment related services have saved £0.477m. Telecare and Equipment Maintenance have saved £62,000. There is reduced spending on adaption of £71,000 as items over £1,000 are now funded by the District Councils, and a saving of £0.272m for the Integrated Community Equipment Service (ICES) section 75 agreement. There are other small variances amounting to £72,000.

25. There is an overspend of £0.202m on the Mental Health placement services, this is largely due to growth in the numbers number placed in Supported Living, reductions in Health income offset by some contract savings realised during the year. This overspend is an increase from the £0.131m forecast at quarter 4 due to some additional residential/nursing costs arising in the final weeks of the year.

26. The Learning Disability placement service has saved £4.799m which is an increase from the forecast of £3.696m at quarter 4. The increase from quarter 4 is largely due to a lower growth in the number of new placements and an increase in the amount of health income. The forecast saving in year is due to reduction in the number of people with Learning Disabilities being cared for in Residential/Nursing Homes as well as savings on our Supported Living contracts following a negotiation with the NHS. In addition, there were reductions in the costs of some placements following reviews as we try to help people be as independent as possible. There was a saving of £0.305m following the ending of a long-standing agreement with Stoke CCG for Learning Disability housing related expenditure and are experiencing the full benefit of increases in health

income negotiated in the second half of last year which resulted in us receiving an additional £2m over the equivalent figure for 2018/19.

27. There are contract savings for Advocacy and Advice and Information which total £0.774m, which is in line with the forecast at quarter 4.

28. The Council has worked closely with the local Clinical Commissioning Groups (CCGs) throughout the year to support the discharge of people from specialist hospitals to community-based settings under the Transforming Care Partnership (TCP). Because the National Health Service England (NHSE) reduced the amount of funding that accompanied each individual, there has been a substantial cost pressure for the Staffordshire Health and Care economy. The cost pressure for the County Council was just under £2m in 2019/20. This pressure was partially mitigated by the ending of an agreement whereby the council transferred £1.250m per annum for Learning Disability clients with health needs. There remains significant risk of further cost pressures in the future unless further discharges are properly funded.

29. There is a performance related saving on the reablement contract with the Midlands Partnership Foundation NHS Trust (MPFT) of £0.234m which is in line with the quarter 4 forecast. This is because fewer reablement episodes were delivered than specified in the Section 75 partnership agreement.

30. Prisoners related care activities saved £0.277m due to staffing savings and lower care costs. However, this grant has been carried forward to 2020/21.

31. There is a slight overspend of Extra Care contracts of £58,000 due to activity levels being higher than budgeted.

32. Health and Care redundancy costs of £2.440m have been paid in 2019/20.

33. We have recently undertaken a review of prior year debt in conjunction with our health partners and have received payment of invoices totalling £5m to settle the position. Furthermore, we have agreed a streamlined process for payment of health contributions to ensure that these are agreed and paid in a timely manner. Having reviewed the overall aged debt position (including client debt), the bad debt provision has been increased by a total of £2.163m.

34. Other variances amount to a saving of £0.491m.

35. **Families & Communities**                              **Overspend £6.922m (4.59%)**

36. The final overspend is £6.922m, a decrease of £0.536m from the quarter 4 position of £7.458m. This position includes contributions from the Council's Exit

and Transition Fund of £1.222m towards the shortfall of MTFS savings arising as a result of delayed service transformation plans.

*37. Children's Services*                                        *Overspend £5.732m (5.25%)*

*38.* The final position is a £5.732m overspend, an increase of £74,000 compared to the forecast at quarter 4. This includes a contribution of £1.119m from Exit and Transition funding for non delivery of MTFS savings arising as a result of delayed service transformation programmes.

*39.* Overall Looked After Children (LAC) numbers have increased over the past 12 months, with a total at 1,218 at the end of March 2020 compared to 1,175 at the beginning of April 2019. However, this figure was as high as 1,257 Looked After Children during autumn 2019. The number of LAC at 31st March 2020 was also 33 higher than the target of 1,185 set out in the Children's System Transformation Plan business case. The overspend on the service is mainly due to higher expenditure on Looked After Children in independent sector placements. This includes external residential homes, supported accommodation and with independent fostering agencies. The overspend on these budgets was £4.595m, after taking into account the £6.051m un-ringfenced grant received for Adults' and Children's social care which was allocated against this budget.

*40.* Without this additional, one off funding the overspend would be nearly £11m. Whilst this pressure has been addressed in the budget going forward, the MTFS also assumes that through transformation, and with the support of additional investment money, further savings can be delivered over the next five years totalling £17m including £4.7m to be delivered in 2020/21. Given the outbreak of coronavirus, this will likely impact on the progress of necessary reforms and the deliverability of this saving next year and going forward.

*41.* During the year the Fostering service continued to face increasing pressure with an overspend of £0.816m. Around £0.553m of this is a result of increased spending on items such as allowance payments, in particular, Special Guardianship Order allowances. The rest of this overspend, £0.263m, relates largely to additional expenditure on staffing, mostly a result of not delivering savings towards assumed vacancy levels, and lower than budgeted income. The adoption service was also not able to deliver savings towards assumed vacancy levels due to significant workload pressure and has an overspend of £0.280m.

*42.* There was a significant use of agency staff in both Case Management teams, East and West, which resulted in an overspend of £0.492m. Across Early Help and Safeguarding teams, an overspend of £0.237m primarily arising through the use of agency staff in Safeguarding and increased demand on First Response services.

43. Savings totalling £0.327m in short stay residential, residential disability resource centres and the Intensive Prevention Service resulted largely due to staff vacancies in these areas.

44. Partnership and Development services overspent by £0.243m. This was largely due to rising demand for services provided by the Independent Reviewing Officer team.

45. The overspend for Children's services also includes £0.360m of costs for the Children's Transformation project (stage 2). The spend was significantly less than the £0.930m approved in the business case to be spent in 2019/20 and is largely a result of delayed recruitment. This is likely to impact on the delivery of the programme and there is a risk that the planned number of children transferring out of care will be slower than initially expected.

46. *Education Services*                          *Overspend £1.737m (6.42%)*

47. Education Services have a final overspend of £1.737m, slightly lower than the forecast position at quarter 4. This is largely a result of Transport related costs which have overspent by £1.763m, a small reduction on the position last reported and accounts for most of the change. Given the on-going demand for SEND transport, and increasing sole occupancy provision, this pressure is likely to continue going forward.

48. The forecast saving of £0.5m in the Education Commissioning service and the Pensions service is as anticipated and will offset the SEND Assessment Team £0.5m MTFS saving in year which remains undelivered. Going forward this pressure will be addressed as part of the SEND stabilisation programme and wider service transformation programme.

49. The recruitment and retention difficulties within Educational Psychology in the SEND services, led to significant vacancy levels and salary saving. Temporary, but more expensive, locum support was commissioned to ensure the Council continued to meet its statutory commitments which resulted in a year end overspend of £0.2m. This has been mitigated from over achievement of income, together with underspends in other services across Education. It is anticipated that additional provision made available in the SEND stabilisation business base should help address this pressure going forward.

50. *SEND High Needs Block*                          *Overspend £3.6m (4.5%)*

51. The High Needs Block has this year overspent by £3.6m, an improved position of £1.2m from the position at quarter 4. This is largely a result of lower than expected costs of SEND post 16 support of £0.5m and Independent sector provision of £0.4m. The final position also includes additional Government grant income of £0.2m and a saving on the SEN Inclusion Fund of £0.1m.

52. The budget was this year supported by a transfer of 0.5% from school's block of £2.4m, as approved by the Secretary of State, without which the overspend would be even higher.

53. The overspend will be offset against the DSG reserve. The reserve is now £0.433m at the end of 2019/20.

54. *Culture & Communities*                                      *Breakeven*

55. In line with previous forecasts, the final outturn is breakeven. This includes a contribution of £0.103m from the Exit and Transition funding for non delivery of MTFS savings arising as a result of delayed service restructure. The following summarises the main services and variances arising.

56. Libraries remain at a breakeven position. Archives and Heritage is £0.155m overspent, mainly a result of undelivered MTFS saving of £0.246m due to delays in the restructuring process. This has been mitigated, in part, through the year by staffing vacancies. Going forward it is anticipated that the bid for Staffordshire History Centre Lottery funding will be successful and that these savings will be delivered in future years. This overspend is offset by a saving of £38,000 on the Shugborough and various minor miscellaneous savings within the commissioning budget.

57. *Rural County*                                     *Overspend £5,000 (0.23%)*

58. In line with previous forecasts, Rural Services has delivered services largely in line with budget reporting just a small overspend of £5,000. While there continues to be a pressure in this area as a result of the non delivery of MTFS savings of £0.190m, this has been mitigated in year through staff vacancies and going forward will be addressed through the staffing review.

59. *Community Safety*                                 *Saving £0.552m (6.81%)*

60. Community Safety final outturn is significantly less than the breakeven forecast at quarter 4. This is largely a result of one off gains arising from prior year (2018/19) adjustments relating to expected charges that have not come to

fruition. Going forward there remains a pressure in Regulatory Services (Trading Standards) of £0.170m as a result of the non delivery of MTFS savings; this has been mitigated in year through staffing vacancies and going forward will be addressed through the service restructure.

**61. Economy, Infrastructure & Skills**                    **Saving £2.337m (3.37%)**

62. *Business & Enterprise*                    *Saving £0.118m (10.31%)*

63. The service has finished the year with a saving of £0.118m. County Farms delivered a surplus of £0.172m due to additional income, and savings made on repairs and maintenance and tenant rights valuations.

64. The final position for Enterprise Centres is an overspend of £0.240m after providing for dilapidations at St Albans Enterprise Centre of £0.150m and a liability to Homes England related to Lymedale West Enterprise Centre of £0.133m. Wood Fuels also overspent, by £30,000 due to a combination of high timber prices and a mild winter.

65. This outturn position is an improvement of £0.204m since the quarter 4 report and this is due to reduced expenditure late in the year across a number of services, but mainly Farms, Enterprise Centres and Wood Fuels, as well as increased income in Physical Regeneration in March.

66. *Infrastructure & Highways*                    *Overspend £0.711m (2.79%)*

67. The final position for the service is an overspend of £0.711m. There is an overspend of £0.287m in Development and Improvements as a consequence of having to buy in additional resources to meet planning consultation deadlines, and the non-achievement of the MTFS saving to generate additional income on Street Lighting of £50,000.

68. The Strategic Asset and Network Management area had additional costs of £0.838n in connection with Highways Maintenance delivery. This includes the costs associated with the County Councils response to the storms in February 2020. There is also a reduction in income of £0.224m in relation to on-street parking, partly as a consequence of difficulties in introducing further Pay & Display Car Parking on-street. These are partly offset by additional Network Management income of £0.496m.

69. The overall position is an increased overspend of £0.453m from quarter 4 and this is mainly due to the reduced income in the later part of the year for the Highways Laboratory and late costs in the Highways Maintenance area.

70. *Transport, Connectivity & Waste*                *Saving £2.664m (6.79%)*

71. The outturn for the service is a saving of £2.664m. This is made up of a £1.097m saving in the Transport and Connectivity service, mainly within concessionary fares. This is an improved position of £0.305m from quarter 4 and is the result of a recent successful defence of an English National Concessionary Transport Scheme claim made by an operator which has finally been settled by a Department for Transport adjudication.

72. Sustainability and Waste Management has finished the year with a £1.567m saving. This is after spending £0.4m on new equipment and vehicles relating to the transfer of Household Waste Recycling Centres and a £0.6m provision for urgent remedial health and safety work at the centres. This is a small improvement of £50,000 since the quarter 4 report due to increased income at the Waste 2 Resources site.

73. *Skills*                                          *Saving £72,000 (3.11%)*

74. The service has a saving of £72,000 which is no change from the forecast at quarter 4. This saving is mainly due to vacancies within the service and a small saving on Community Learning Groups.

75. *EI&S Business Support*                           *Saving £0.194m (18.23%)*

76. The service is reporting a saving of £0.194m. This is after making a provision of £0.1m in relation to the Isobel Trail Incident. The final position is due to savings across various budgets including training, legal and stamp duty costs, advertising and stationery.

77. **Corporate Services**                            **Saving £0.302m (0.83%)**

78. The final position for Corporate Services is an underspend of £0.302m, an increase of around £500k from the forecast at quarter 4. The directorate was eligible to receive funding from the Exit and Transition Fund of £0.930m to meet the shortfall in delivery of MTFS savings relating to restructures which were delayed. However, the directorate has successfully managed its costs and has not needed this funding meaning that reserves remain in place for future use. There has also been Transformational Spend on redundancy costs of £2.065m .

79. The organisation has recognised a major risk relating to cyber security and has made a contribution into the IT reserve in order to mitigate this risk in future. Other changes since quarter 4 are additional income on Legal Services coming in late in the year, increased income in the Digital service and fewer agency costs within Strategy. The Corporate Services Management area has increased

by £0.138m as a review of the bad debts provision for the service has resulted in an increased contribution being required.

**80.** **Centrally Controlled Items**                                  **Saving £0.879m (2.02%)**

*81.* *Capital Financing*                                                          *Breakeven*

*82.* The Bank of England's base rate has remained low during the whole of 2019/20 and this low rate impacts on the ability of the council to generate significant income from interest earned on cash balances. The interest on our debt remains fairly constant due to the long-term nature of our borrowing with the average rate for interest on debt being just about 4%. As in previous years a specific reserve will continue to be used to mitigate the impact of fluctuations in interest rates over the MTFS period.

*83.* *Pooled Buildings and Insurances*                    *Overspend £0.140m (1.03%)*

*84.* The cost of insurance has increased due to both increasing numbers of claims, particularly highways claims, and increasing premiums. A pressure was included in the 2019/20 budget for additional insurance costs but there still is a small overspend in this area.

*85.* The cost of office accommodation across all the pooled buildings and including the repairs and maintenance budget has overspent by £0.119m. MTFS savings relating to the property rationalisation programme (primarily SP2) were not fully delivered, but were largely offset by savings in running costs across all properties.

*86.* *Contingency*                                                          *Saving £4m (100%)*

*87.* This remaining amount has not been requested by services and therefore can be utilised for other purposes.  The MTFS is currently being re-assessed in the light of the pandemic but it is highly likely that additional investment will be required to continue to deliver service improvements, including in-house investments, together with other risk management initiatives.  It is proposed that the unspent contingency sum of £4m be added to the Investment Fund previously established to fund commercial or other investments.  The outturn statement assumed that this transfer has been made.

**88.** **Capital Outturn**

*89.* Appendix 3 compares the final outturn for capital expenditure (£110.5m) to the forecast position at quarter 4 (£116.1m). In addition, the appendix also details

how the Capital Programme has been financed. This includes the use of £17.8m of borrowing for 2019/20.

90. To enable us to provide future flexibility to finance the Capital Programme, £1.435m of repairs and maintenance spend has been capitalised.

91. The other key reasons for the change in the Capital Programme are set out in the following paragraphs:

**92. Health & Care**                                                                 **Spend £0.644m**

93. There has been a reduction in spend of £0.773m since the forecast in the quarter 4 report, this is due to slippage for the new nursing homes, Care Director and Supported Living scheme.

**94. Families & Communities**                                                **Spend £17.004m**

*95. Maintained Schools*                                                          *Spend £16.142m*

96. There has been a reduction in spend of £7.322m since the forecast in the quarter 4 report. There has been reprofiling of spend into 2020/21 on the following projects – Scienta Reach2 of £0.340m, Branston Road development of £1.350m, King Edwards VI of £0.519m, Weston Road Academy of £0.452m, Rawlett Academy of £0.332m, Penkridge Middle School of £0.350m, Basic Needs Unallocated budget of £1.870m and changes in various smaller projects that total a reduction of £0.652m.

97. There has also been rephasing of the Schools Capital Allocation into 2020/21, including SEND Provision of £48,000, Healthy Pupils Capital Fund of £60,000, Unallocated Budgets of £0.842m and refinements on various smaller schemes totalling £0.574m.

*98. Tourism and Culture*                                                         *Spend £0.730m*

99. There has been a reduction in spend of £0.129m since the forecast at quarter 4. This is due to a decrease in the final estimated cost of works to the Shugborough Estate as part of the National Trust transfer.

**100.  Economy, Infrastructure & Skills**                               **Spend  £79.665m**

*101.  Highways Schemes*                                                        *Spend £69.619m*

102.  There has been a reduction in spend of £2.879m since the forecast at quarter 4. There has been slippage in spend on Stafford Western Access Route due

to, delays due to flooding and contingency rephased into 2020/21, totalling a reduction of £3.196m. There has also been reprofiling of spend into 2020/21 on Lichfield Southern Bypass of £0.337m and £58,000 on other major schemes.

103. Other Highway and Developer Funded schemes have been reprofiled leading to a reduction in spend of £1.201m.

104. Within Maintenance and Integrated Transport, there has been an increase in the spend of £1.914m after refining budgets for the year end.

105. *Economic Planning & Future Prosperity*                     *Spend £9.649m*

106. There has been a reduction in spend of £0.701m since the forecast at quarter 4. This reduction is mainly due to unused funding for the Superfast Broadband scheme of £0.728m.

107. *Waste & Sustainability Projects*                            *Spend £0.396m*

108. There has been a reduction in spend of £39,000 since the forecast at quarter 4. This reduction is mainly due the lower cost of purchase of vehicles.

**109. Corporate Services**                                      **Spend £5.548m**

110. *Finance, Resources & ICT*                                  *Spend £1.440m*

111. There has been a reduction in spend of £0.550m since the forecast at quarter 4. This is due to reprofiling of spend into 2020/21 on Data Centre Network Refresh works of £0.438m and Libraries Public Access Devise refresh of £49,000, as well as a reduction in the spend on ICT budget of £63,000.

112. *Property*                                                  *Spend £2.310m*

113. There has been a reduction in spend of £0.902m since the forecast at quarter 4. This reduction in mainly due to rephasing of Oakdene Demolition of £0.123m, and the reduction in spend on Asset Renewal of £0.655, and Options Appraisals of £0.105m.

**114. Financial Health & Prudential Indicators**

115. **Appendix 4** sets out the final position against each of the approved Financial Health Indicators whilst **Appendix 5** sets out the final statutory Prudential Indicators.

*116.* **Appendix 4** provides an outturn performance against the key Financial Health Indicators approved as part of the 2019/20 budget setting process.

*117.* The level of outstanding sundry debt over 6 months old at 31ˢᵗ March 2020 is £15.808m, this exceeds the target of £14.7m by £1.108m. This is a decrease of £0.461m since quarter 4.  The debt recovery process involves chasing by a range of methods with the eventual escalation to the external collection agent or to Legal for the possibility of a court decision to recover the debt.

*118.* There are 16 organisations which each owe in excess of £0.1m that is over 6 months old, totalling £3.347m. The top ten largest debtors are two CCG's (£0.840m), three Local Authorities (£0.967m), four commercial organisations (£0.752m) and a NHS Partnership Trust (£0.193m). In addition to these 16 bodies there are a further 32 who have outstanding balances over 6 months old between £50,000 and £0.1m totalling £2.1m.

**List of Appendices**

Appendix 1 – Corporate Checklist
Appendix 2 – Revenue Final Outturn 2019/20
Appendix 3 – Capital Final Outturn 2019/20
Appendix 4 – Financial Health Indicators 2019/20
Appendix 5 – Prudential Indicators 2019/20

**Appendix 1 – Corporate Checklist**

**Equalities implications:**
Through the delivery of county council business plans, service delivery is increasingly reflecting the diverse needs of our various communities.

**Legal implications:**
There are no legal implications arising from this report.

**Resource and Value for money implications:**
The resource and Value for money implications are set out in the report.

**Risk implications:**
The risk implications concern the robustness of the forecast outturn which may change owing to pressures on services with a consequent effect on county council functions being able to keep within budgets and a potential call on balances.

**Climate Change implications:**
Staffordshire's communities are places where people and organisations proactively tackle climate change, gaining financial benefit and reducing carbon emissions' is one of the county council's priority outcomes.  Through the monitoring and management of this outcome; climate change and carbon emissions are being addressed in an active manner.

**Health Impact Assessment and Community Impact Assessment screening:**
Not required for this report.

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**2019/20 Final Outturn**

| | Final Estimate | Final Outturn | Carry Forward | Final Variation |
|---|---|---|---|---|
| | £m | £m | £m | £m |
| ***Health and Care*** | | | | |
| Public Health & Prevention | 2.245 | 2.245 | | 0.000 |
| Adult Social Care & Safeguarding | 38.227 | 36.497 | | (1.730) |
| Care Commissioning | 174.171 | 171.764 | | (2.407) |
| *Sub-total* | *214.643* | *210.506* | | *(4.137)* |
| ***Families and Communities*** | | | | |
| Children's Services | 109.115 | 114.847 | | 5.732 |
| Children's Public Health | (1.565) | (1.565) | | 0.000 |
| Education Services | 27.067 | 28.804 | | 1.737 |
| Culture and Communities | 5.787 | 5.787 | | 0.000 |
| Rural | 2.151 | 2.156 | | 0.005 |
| Community Safety | 8.108 | 7.556 | | (0.552) |
| *Sub-total* | *150.663* | *157.585* | | *6.922* |
| ***Economy, Infrastructure and Skills*** | | | | |
| Business & Enterprise | 1.144 | 1.026 | | (0.118) |
| Infrastructure & Highways | 25.518 | 26.229 | | 0.711 |
| Transport, Connectivity & Waste | 39.228 | 36.564 | | (2.664) |
| Skills | 2.312 | 2.240 | | (0.072) |
| EI&S Business Support | 1.064 | 0.870 | | (0.194) |
| *Sub-total* | *69.266* | *66.929* | | *(2.337)* |
| | | | | |
| ***Corporate Services*** | 36.339 | 36.037 | | (0.302) |
| | | | | |
| ***Covid - 19*** | 0.000 | 0.680 | | 0.680 |
| | | | | |
| ***Trading Services*** | *(1.030)* | *(1.030)* | | *0.000* |
| | | | | |
| **Total Portfolio Budgets** | **469.881** | **470.707** | | **0.826** |
| | | | | |
| **Centrally Controlled Items** | | | | |
| Interest on Balances & Debt Charges | 31.590 | 31.590 | | 0.000 |
| Pooled Buildings and Insurances | 13.627 | 13.767 | | 0.140 |
| Contingency Position | 4.000 | 0.000 | 4.000 | 0.000 |
| Contribution to Exit and Transition Fund | 0.000 | 0.000 | | 0.000 |
| Transformational Spend | (5.719) | (5.719) | | 0.000 |
| Local Services Support Grant | 0.000 | (0.339) | | (0.339) |
| Covid-19 Funding | 0.000 | (0.680) | | (0.680) |
| | | | | |
| **Total Centrally Controlled** | **43.498** | **38.619** | **4.000** | **(0.879)** |
| | | | | |
| **Grand Total** | **513.379** | **509.326** | **4.000** | **(0.053)** |

**Final Capital Programme 2019/20**

| | Quarter 4 Forecast | Enhancements to Programme | Final Outturn |
|---|---|---|---|
| | £m | £m | £m |
| **Health & Care** | | | |
| Care and Independence | 1.417 | (0.773) | 0.644 |
| *Sub Total* | *1.417* | *(0.773)* | *0.644* |
| | | | |
| **Families & Communities** | | | |
| Maintained Schools | 23.465 | (7.323) | 16.142 |
| Academy Conversion Residual | 0.027 | (0.027) | 0.000 |
| Other non-Schools | 0.000 | 0.006 | 0.006 |
| Rural County (Countryside) | 0.100 | 0.026 | 0.126 |
| Tourism and Culture | 0.859 | (0.129) | 0.730 |
| *Sub Total* | *24.451* | *(7.447)* | *17.004* |
| | | | |
| **Economy, Infrastructure & Skills** | | | |
| Economic Planning & Future Prosperity | 10.350 | (0.701) | 9.649 |
| Highways Schemes | 72.498 | (2.879) | 69.619 |
| Waste & Sustainability Projects | 0.435 | (0.039) | 0.396 |
| *Sub Total* | *83.283* | *(3.619)* | *79.664* |
| | | | |
| *Trading Services - County Fleet Care* | *1.700* | *0.069* | *1.769* |
| | | | |
| *Property* | *3.213* | *(0.903)* | *2.310* |
| | | | |
| *Corporate Leased Equipment* | *0.050* | *(0.021)* | *0.029* |
| | | | |
| *Finance, Resources & ICT* | *1.990* | *(0.550)* | *1.440* |
| | | | |
| **Total Capital Programme** | **116.104** | **(13.244)** | **102.860** |
| | | | |
| Asset Renewal | | | 0.450 |
| Capitalised Repairs and Maintenance | | | 1.435 |
| Transformational spend | | | 5.719 |
| | | | |
| **Amount to be Financed after Capitalisation** | | | **110.464** |
| | | | |
| **Financed by:** | | | |
| | | | |
| Borrowing | | | 17.765 |
| Government Grants | | | 50.200 |
| Capital Receipts | | | 17.017 |
| Reserve Contributions | | | 0.828 |
| S.106/ Voluntary contributions | | | 24.654 |
| | | | **110.464** |

**Financial Health Indicators**

| | **Current Performance** |
|---|---|
| **Level of General Reserves (annual indicator)**<br>Well managed organisations operate with an adequate level of general reserves taking into account the risks they face. We determine the actual level of reserves we require annually through a risk based approach. However, it is prudent to aim to hold a minimum level of general reserves. | |
| *General reserves are maintained at a level of at least 2% of the council's current net revenue budget (Outturn – 7.0%, within target).* | G |
| **Aged Debt (quarterly indicator)**<br>Organisations need to ensure that money owed to them is collected in a timely manner. This indicator shows how well we are managing to collect money owed to us. | |
| *Level of outstanding general debtors more than 6 months old does not exceed £14.7m (Outturn – £15.8m, above target).* | A |
| **Working Capital (annual indicator)**<br>It is essential that working capital is well managed. This indicator shows how well our debtors and creditors are being managed. | |
| *Current debtors divided by current creditors should be in the acceptable range of 1 – 3 (Outturn – 2.45, on target).* | G |
| **Payments to suppliers (quarterly indicator)**<br>By paying suppliers quickly we are supporting the Staffordshire economy. It also means businesses are more likely to want to do business with us and offer us competitive rates which will improve our financial health in the medium term. | |
| *At least 90% of invoices have been paid within 30 days of us receiving them during the last quarter (Outturn – 95.6%, on target).* | G |
| **Financial Monitoring (quarterly indicator)**<br>Effective financial monitoring is essential in any organisation. Monitoring provides organisations with early information of potential issues enabling them to take corrective action to avoid future financial difficulties. | |
| *Quarterly financial monitoring reports have been issued to Cabinet during the last 12 months* | G |
| *The council's most recent revenue outturn forecast did not vary by more than +/-2% when compared to the overall revenue budget* | G |
| **Financial Reporting (annual indicator)**<br>Preparing timely and accurate accounts is vital to demonstrate to interested parties that we have sound financial controls. They also provide detailed information which shows our overall financial health. | |
| *The council's most recent Statement of Accounts were produced on time and were issued with an unqualified opinion by our external auditors* | G |
| R    Indicator not met     A    Indicator not met by small margin     G    Indicator met | |

**Prudential Indicators 2019/20**

| Indicator | Target 2019/20 | Outturn 2019/20 | Comments |
|---|---|---|---|
| **A. Indicators for Affordability, Prudence and Capital Expenditure** | | | |
| 1.Ratio of Financing Costs to Net Revenue Stream<br>*This shows the capital financing costs (interest charges/receipts and repayment of loans) as a proportion of government grant (revenue) and Council Tax.*<br>*This allows the authority to track how much of its annual income is needed to pay for its capital investment plans proportionate to its day to day running costs.* | 7.63% | 7.77% | The indicator has a slight increase due to a small increase in Financing costs in respect to the budget overall. |
| 2.Estimates of the incremental Impact of Capital Investment Decisions on the Council Tax (Band D)<br>*This indicator aims to show the impact of varying capital programmes expressed as a cost to the Band D Council Taxpayer. Specifically it identifies the impact on Council Tax levels of new capital investment decisions when compared to programmes approved previously.* | £0.49 | £0.44 | The decrease in this indicator reflects the decrease in borrowing used to fund the total Capital Programme in 2019/20. |
| 3. Estimates of Capital Expenditure<br>*Expressed in absolute terms rather than as a ratio, this shows the overall*<br>*level of capital investment irrespective of how it is being funded.* | £116.043m | £104.744m | Movements in Capital Expenditure have been reported through the year, changes include those on Schools and Highways projects. |
| 4. Capital Financing Requirement<br>*This indicator effectively shows the level of the County Council's underlying need to borrow for capital purposes.* | £575.336m | £564.650m | The outturn is reduced due to a decrease in borrowing in 2019/20. |

# FORWARD PLAN OF KEY DECISIONS

## Period: 15 July 2020 - 18 November 2020

The Forward Plan of Key Decisions is prepared on a monthly basis and published at least 28 days before the start of the period covered.

"Key Decisions" are defined as those Executive decisions which are likely:

(a) to result in the County Council incurring expenditure which is, or the making of savings which are, significant having regard to the relevant budget for the service or function to which the decision relates; or

(b) to be significant in terms of its effects on communities living or working in an area comprising two or more electoral divisions in the County's area.

The Forward Plan will contain **ALL** matters which the Leader of the Council has reason to believe will be the subject of a Key Decision to be taken by the Cabinet. It may also include decisions that are not key decisions but are intended to be determined by the Cabinet. Part of the Cabinet meetings listed in this Forward Plan may be held in private where a report for the meeting contains exempt information under Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it. If you would like to make representations about any particular decision to be conducted in private then please email: michael.bradbury@staffordshire.gov.uk. Such representations must be received in advance 6 clear working days before the date on which the decision is scheduled to be taken.

The Membership of the Cabinet consists of:

Leader of the County Council – Philip Atkins
Deputy Leader and Cabinet Member for Health, Care and Wellbeing – Alan White
Cabinet Member for Finance – Mike Sutherland
Cabinet Member for Children and Young People – Mark Sutton
Cabinet Member for Economic Growth – Mark Winnington
Cabinet Member for Commercial – Mark Deaville
Cabinet Member for Communities – Gill Heath
Cabinet Member for Highways and Transport – Helen Fisher
Cabinet Member for Learning and Employability – Philip White

A copy of the Forward Plan of Key Decisions may be inspected, free of charge, at the Member and Democratic Services office, County Buildings, Martin Street, Stafford, during normal office hours Monday to Friday. A copy of the notice will also be available on Staffordshire County Council's Website at www.staffordshire.gov.uk.

Documents submitted for decision will be a formal report which will be available on the County Council's website at least 5 clear working days before the date the decision is to be made, unless that report is subject to any prohibition or restriction on its disclosure. Other relevant background documents used in compiling the report will also be made available in the same way unless they are subject to any prohibition or restriction on their disclosure.

Minutes of Cabinet meetings will be published within three working days and will be subject to call-in. The call-in period lasts for three working days. If the decision is not called-in it will be implemented on the fourth working day. Special urgency items are exempt from call-in.

**John Tradewell
Director of Corporate Services**

**Contact Officer:** Mike Bradbury (01785) 276133

**NOTE**:
(1) The Forward Plan of Key Decisions sets out all Key Decisions intended to be made by Cabinet during the above period.
(2) The Cabinet date can be provisional and items may move/roll forward to another meeting date but this will be monitored.
(3) Items should remain on the Notice until a decision is made by Cabinet or is formally removed.
(4) Where there is an intention to make a decision in private the exemption paragraph relied upon will be included within this notice

| Anticipated Date of Decision | Public or Private Decision | Title and Description | Background Documents | Consultation | Contact Officer |
|---|---|---|---|---|---|
| July 2020 | Public | **Provision of Apprenticeship Services (Philip White)** The objective of the report is to establish approval for the contract award to Eastern Shires Purchasing Organisation (ESPO) for the Provision of Apprenticeship Services via Apprenticeship Dynamic Purchasing System (ADPS) 554_18 for the fixed period of 1 October 2020 to 30 September 2024. | | N/A | Anthony Baines (Tel: 01785 895984) **Service Area**: Skills and Employability |
| July 2020 | Public | **Integrated Performance Report 2020-21 - Quarter 1 (inc. 2019/20 Outturn) (Philip Atkins, OBE, Mike Sutherland)** This Quarterly Integrated Performance Report provides an overview of Staffordshire County Council's progress, performance and financial position in delivering against our Strategic Plan. | | N/A | Andrew Donaldson, Rob Salmon (Tel: 01785 278399, Tel: (01785) 27 6354) **Service Area**: Corporate Services |
| July 2020 | Public | **The Award of the Service and Testing of Domestic Water Systems Framework Agreement (Mark Deaville)** Staffordshire County Council are to procure a single provider Framework Agreement. This | | N/A | Ian Turner (Tel: 01785 277228) **Service Area**: Commercial and Assets |

| Anticipated Date of Decision | Public or Private Decision | Title and Description | Background Documents | Consultation | Contact Officer |
|---|---|---|---|---|---|
| | | framework is a recurrent procurement procured every 4 years with a commencement date of the 1st September 2020 to provide continuity with the end of the existing Framework. The term of the new framework will be for 2 years, with a further option to extend by 2 years.<br><br>The new framework will not only provide Staffordshire County Council with a compliant agreement, but also Newcastle Borough Council and Stoke City Council. The Commercial and Property Team anticipate the new framework including all parties spend over the 4 year term will be approximately 3.5 million. Cabinet decision sought to approve a delegated decision for the initial appointment to the framework and any relevant call-off contract awards thereafter. | | | |
| July 2020 | Private | **Recommissioning of Home Care Services (Alan White)**<br>To seek agreement to the proposed arrangements for the recommissioning of Home Care Services and delegate approval to award contracts to Dr Richard Harling, Director of Health and Care. | | N/A | Helen Trousdale (Tel: 01785 277008)<br>**Service Area**: Care Commissioning |
| August 2020 | Public | **Treasury Management report for the year ended 31 March 2020 (Mike Sutherland)**<br>The report describes the County Council's investment and borrowing activity during 2019/20. | | N/A | Rob Salmon (Tel: (01785) 27 6354)<br>**Service Area**: Treasury and Pensions |
| August 2020 | Private | **Review of Future Use of Kingston Centre, Stafford (Philip White)** | | N/A | Andrew Marsden, Ian Turner (Tel: |

| Anticipated Date of Decision | Public or Private Decision | Title and Description | Background Documents | Consultation | Contact Officer |
|---|---|---|---|---|---|
| | | To recommend the retention of the Kingston Centre to enable to relocation and expansion of St. Leonard's Primary School. | | | 01785 278787, Tel: 01785 277228)<br>**Service Area**: Families and Communities |
| September 2020 | Public | **Mitigation Plans for Cannock Chase Special Area of Conservation (Mark Winnington)**<br>To consider proposals to mitigate the impacts of increased visitor numbers to Cannock Chase Special Area of Conservation, including changes to visitor infrastructure at the Council-owned country park such as car parking and site infrastructure. | | N/A | Janene Cox (Tel: (01785) 278368)<br>**Service Area**: Rural County |
| September 2020 | Public | **North Staffordshire Ministerial Direction for Nitrogen Dioxide - Project Update (Helen Fisher)**<br>Officers from Newcastle Borough Council, Stoke City Council and Staffordshire County Council (SCC) are jointly working under a ministerial direction. to improve transport related air pollution in North Staffordshire. DEFRA have advised that nitrogen dioxide emissions must be brought within EU levels of compliance in the shortest possible time. The program to deliver the business case that will finance remedial transport interventions has been reviewed and refreshed. SCC Cabinet are asked to approve it. | | N/A | Clive Thomson (Tel: 01785 276522)<br>**Service Area**: Connected and Sustainable County |
| September | Public | **Refurbishment of Council Owned Older** | | N/A | Andrew Jepps |

| Anticipated Date of Decision | Public or Private Decision | Title and Description | Background Documents | Consultation | Contact Officer |
|---|---|---|---|---|---|
| 2020 | | **People Nursing Home (Alan White)** The Council seeks to increase nursing care home capacity through the use of a Council owned closed care home site located in Burton upon Trent. This will provide 38 older people nursing beds with all services being delivered by a commissioned care provider. This item sets out the revised refurbishment cost and capital required for this following the initial recommendation to proceed from Cabinet in June 2019. | | | (Tel: 01785 278557) **Service Area**: Adult Social Care |
| September 2020 | Public | **Children's and Families (including SEND) System Transformation – Update (Mark Sutton, Philip White)** Plans and progress to deliver Phase 2 of the whole Children and Families System Transformation, (described in Cabinet Paper 20 November 2019) including details of the progress against the business case, a proposed district model, the SEND Written Statement of Action (WSoA) and the functional arrangement which will provide and deliver support to Staffordshire's Children, Young People and Families as appropriate. | | N/A | Janene Cox (Tel: (01785) 278368) **Service Area**: Children's Services and SEND |
| September 2020 | Private | **Waste Disposal Arrangements in the North of Staffordshire from 2025 (Mark Deaville, Gill Heath)** Options for the future involvement of SCC with the project to replace SOTCC Hanford ERF plant, to ensure capacity is available to SCC for the disposal of its waste into the | | None | Clive Thomson (Tel: 01785 276522) **Service Area**: Sustainability and Waste Management |

| Anticipated Date of Decision | Public or Private Decision | Title and Description | Background Documents | Consultation | Contact Officer |
|---|---|---|---|---|---|
| | | future. | | | |
| September 2020 | Private | **Nexxus Trading Services Limited - Annual Report 2019/2020 (Mark Deaville, Mark Winnington)**<br>A) Giving details of the Company's (i) performance against annual objectives and; (ii) key achievements for the year:<br>B) Communicating their vision and values going forward and;<br>C) Setting out a proposed business case for the use of profits to the County Council as sole share-owner. | | N/A | Dr Richard Harling, Helen Riley (Tel: 01785 278700, Tel: 01785 27 8580)<br>**Service Area**: Health and Care |
| October 2020 | Public | **Integrated Performance Report 2020-21 - Quarter 2 (Philip Atkins, OBE, Mike Sutherland)**<br>This Quarterly Integrated Performance Report provides an overview of Staffordshire County Council's progress, performance and financial position in delivering against our Strategic Plan. | | N/A | Andrew Donaldson, Rob Salmon (Tel: 01785 278399, Tel: (01785) 27 6354)<br>**Service Area**: Corporate Services |