

## **Cabinet**

Wednesday 21 October 2020

**10:00**

Council Chamber, County Buildings, Stafford

**NB.** Attendance by the public and press is via webcast only which can be viewed here - <https://staffordshire.public-i.tv/core/portal/home>

John Tradewell  
Director of Corporate Services  
13 October 2020

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## **A G E N D A**

1. **Apologies**

Leader of the Council

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

3. **Decision notice of the meeting held on 16 September 2020** (Pages 1 - 8)

4. **Leader's Update**

Oral report of the Leader of the Council

5. **Minutes of the meeting of the Property Sub-Committee held on 7 October 2020** (Pages 9 - 12)

6. **Update from COVID-19 Member Led Local Outbreak Control Board** (Pages 13 - 14)

7. **Impact of COVID-19 on SCC Communities, Economy and Organisation - October 2020 Update** (Pages 15 - 54)

Leader of the Council

8. **Integrated Performance Report 2020-21 - Quarter 2** (Pages 55 - 94)

Leader of the Council and Cabinet Member for Finance and Resources

9. **Staffordshire Better Care Fund 2020-21 and the Disabled Facilities Grant** (Pages 95 - 104)

Cabinet Member for Health, Care and Wellbeing

10. **West Midlands Regional Supported Accommodation Framework Contract** (Pages 105 - 118)

Cabinet Member for Children and Young People

11. **Decisions taken by Cabinet Members under Delegated Powers** (Pages 119 - 120)

12. **Forward Plan of Key Decisions** (Pages 121 - 128)

13. **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”.

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## **PART TWO**

(All reports in this section are exempt)

14. **Eastgate Regeneration** (Pages 129 - 144)

(Exemption paragraph 3)

Deputy Leader and Cabinet Member for Economy and Skills

<b>Membership</b>	
Alan White (Chairman)	Jonathan Price
Mark Deaville	Charlotte Atkins
Mark Sutton	Johnny McMahon
Mike Sutherland	David Williams
Philip White	Victoria Wilson
Gill Burnett	Julia Jessel

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

#### **Filming of Meetings**

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#### **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 - 16 September 2020

Present: Mark Deaville, Julia Jessel, Johnny McMahon, Jonathan Price, Mike Sutherland, Mark Sutton, Alan White (Chairman), Philip White, David Williams and Victoria Wilson.

Cabinet Support Member in attendance: Gill Burnett.

Also in attendance - Charlotte Atkins and Carolyn Trowbridge (local member).

#### PART ONE

#### 13. Declarations of Interest in accordance with Standing Order 16

The following Member declared an interest in accordance with Standing Order 16.5:-

Member	Minute No.	Interest	Reason
Mark Deaville	20 and 21	Personal	Director of NEXUS

#### 14. Decision notice of the meeting held on 19 August 2020

**Decision** – That the notes of the meeting held on 19 August 2020 be approved.

#### 15. Leader's Update

**Decision** – That the oral report of the Leader of the Council giving an update on a range of issues including the work to ensure that children can return to school and people can return to the workplace safely; how the council is working with the NHS to put testing facilities where they are needed; Keele University and Staffordshire University being shortlisted for the Times Higher Education Awards University of the Year; and the improving relationship between the Council and trade unions; be noted.

#### 16. Minutes of the meeting of the Property Sub-Committee held on 2 September 2020

**Decision** – That the minutes of the meeting of the Property Sub-Committee held on 2 September 2020 be received.

## 17. #DoingOurBit Community Grants Scheme



“We have a thriving voluntary and community sector here in Staffordshire who play an important role in helping improve the lives of people in the county.

Not only do these groups provide vital services and support within their local communities but they also help to encourage people to support each other to remain safe and well. Throughout the Coronavirus pandemic we saw how people and communities came together to help each other and it's vital that we support these organisations so they are able to continue with the valuable work they do.

Our #DoingOurBit Community Grants Scheme will be available to groups of all sizes who work with and support vulnerable communities and residents, particularly older people and children and families. We'll be trying to make the application process as quick and easy as possible, so I would encourage groups to see if they are eligible and apply.”

Victoria Wilson, Cabinet Member for Communities and Culture

**Reasons for the Decision** – To consider proposals for one-off funding for a #DoingOurBit Community Grants Scheme to support groups and organisations that will help meet the needs of Staffordshire’s vulnerable children and adults.

**Decision** – (a) That the important role the voluntary and community sector plays in supporting communities to help themselves be noted.


(b) That the proposal for one-off funding for a #DoingOurBit Community Grants Scheme be agreed.

## 18. Update from COVID-19 Member Led Local Outbreak Control Board

**Reasons for the Decision** – To consider an update from the COVID-19 Member Led Local Outbreak Control Board including the Council’s response to an outbreak related to the Silverdale Working Men’s Club and an ongoing elevated level of infections in parts of Burton; and issues about the completeness and timeliness of contact tracing by the NHS test and trace service.

**Decision** – That the report be received.

## 19. Strategic Review of the Older People Care Home Market in Staffordshire 2020

	<p>“Offering good-quality, affordable care that meets people’s assessed care needs is very important to us. Already, more than 2,000 older people are supported to manage their needs in a care home.</p> <p>Like everything else, Covid-19 has had a profound impact on the care home market, and we will need time to assess its impact. It’s therefore important we take a fresh look at our plans to ensure they address the ongoing challenges from the pandemic. We have to ensure the care home market remains sustainable, so people can access good quality, affordable care when they need it.”</p> <p>Johnny McMahon, Cabinet Member for Health, Care and Wellbeing</p>
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**Reasons for the Decision** – To consider reviewing the Council’s plans in respect of the Care Home Market to take account of the profound impact which Covid-19 has had.


**Decision** – (a) That the extension of the duration of the current Dynamic Purchasing System and overarching agreement with providers until April 2022 be agreed and that the intention to provide a further report to Cabinet detailing the intended procurement for new contracts from April 2022 be noted.

(b) That it be agreed that the intended refurbishment of the Council owned site to provide 38 additional nursing beds within Staffordshire be paused to allow further evaluation of the impact from Covid-19 and associated infection control requirements.

(c) That the continuation of the project to explore building two Council owned care homes to provide additional nursing capacity be approved and that the intended design and delivery models be reviewed to ensure that they are consistent with enhanced infection control requirements from Covid-19;

(d) That it be agreed that the Council proceeds with the review and update of the long-term demand model for care homes placements, taking into account the impact of Covid-19 and the views of local communities to reflect the needs and expectations of current and future residents.

## 20. Recommissioning of Home Care Services

	<p>“Demand for home care services is increasing, and the marketplace has proved to be remarkably resilient during the Covid-19 pandemic.</p> <p>We want to ensure people lead live healthy and happy lives at home for as long as possible and we want to offer people both flexibility and choice in the care they receive.</p> <p>People must be at the heart of every decision. By refocusing our approach and tailoring our procurement to get the best value for money in every part of Staffordshire, we can ensure that every person using health and social care will receive good quality, innovative services that promote their independence and lead to an improved quality of life.”</p> <p>Johnny McMahon, Cabinet Member for Health, Care and Wellbeing</p>
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**Note by Clerk:** Mr Deaville declared a personal interest and left the room during the consideration of this item.


**Reasons for the Decision** – To consider the procurement process for the future provision of Home Care as the current contracts are due to expire in August 2021.

**Decision** – (a) That the procurement of home care services, as outlined in the report, be approved.

(b) That authority be delegated to the Director of Health and Care, to award contracts and to enter into contracts, with the successful providers, as appropriate to the outcome of the procurement process.

(c) That authority be delegated to the Director of Health and Care in consultation with the Director of Corporate Services to authorise the Council entering into contracts with Nexus Trading Services Limited trading as Nexus Cares (“Nexus”) for home care services as detailed in the report.

## 21. Nexus Trading Services Limited - Annual Report 2019/2020

	<p>“Our care providers offer good quality services to Staffordshire people who need them. However, independent providers nationally are facing ongoing challenges, such as rising demand, increased costs, and the recruitment and retention of staff. The county council has struggled in some areas of the county to find care providers who offer good quality at an affordable price. Nexus Care has been established to provide care for people when no other care is available in the market, to ensure people can still receive the care they are entitled to.”</p> <p>Mark Deaville, Cabinet Member for Commercial Matters</p>
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**Note by Clerk:** Mr Deaville declared a personal interest and, after introducing the report, left the room during its consideration and the decision thereon.

**Reasons for the Decision** – To consider Nexus Trading Services Limited’s annual report which provides an update on the activities and performance of the company.

**Decision** – (a) That the Nexus Care Annual Report be noted.

(b) That the retention of a small surplus of £46k for reinvestment in the business be approved.

## 22. Street Lighting - LED Invest to Save Initiative


	<p>“Obtaining an interest-free loan to update 47,000 street lights and use less energy and save more money makes sense all round.</p> <p>After the loan is repaid from the initial savings made by using the more energy-efficient street lights, taxpayers will continue to benefit by up to £1.6 million a year.</p> <p>I’m delighted that we can upgrade services and provide good value-for-money at the same time.”</p> <p>David Williams, Cabinet Member for Highways and Transport</p>
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**Reasons for the Decision** – To seek approval to proceed to the delivery phase of the street lighting LED invest to save initiative as agreed in the 2019/20 Medium Term Financial Strategy (MTFS).

**Decision** – (a) That approval be given approval to proceed to the next phase of the Street Lighting – Invest to Save Initiative; the delivery phase, which will be funded by an interest free loan from Salix.

(b) That the Council enters into the Supplemental Agreement to the Street Lighting PFI Project Agreement with Lighting for Staffordshire Limited dated 31st March 2003, to be able to commence the delivery phase.

### 23. Additional Investment in Community Highways Issues


	<p>“Highways are used by everyone who lives and works in Staffordshire, so it is important we continue to address the issues that matter most to our communities.</p> <p>This extra investment will be used to maximum effect and people should notice a difference. We’ll also be working with landowners, or taking direct action where necessary, to make improvements to problem ditches and overhanging trees that they have responsibility for.</p> <p>The investment will allow us to target some of the worst trouble spots and reduce the overall backlog.”</p> <p>David Williams, Cabinet Member for Highways and Transport</p>
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**Reasons for the Decision** – To consider the proposed approach to making a one-off £2m investment in highways and Public Rights of Way (PRoW) services.

**Decision** – (a) That a one-off targeted investment of £1.9m in current local highway priorities, as detailed in the report, be supported.

(b) That the provision of £0.1m investment in immediate small-scale improvements to the Public Rights of Way (PRoW) network be supported.

### 24. Consultation on Proposals for Changes to Marshlands School and Greenhall Nursery

	<p>“We have been working with the governing bodies of both Marshlands School and Greenhall Nursery on these proposals, which will see more children with SEND get access to the specialist education they need.</p> <p>Both Marshlands and Greenhall have been offering an excellent standard of education to children. By changing the age range at Marshlands School, we can ensure that we are accommodating demand for more capacity at Key Stage 1 and Key Stage 2. With Greenhall Nursery, a change to widen the range of disabilities the Nursery cater for, will increase the numbers of pupils on roll, provide a</p>
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	<p>focused early years curriculum, and maintain their specialism in supporting the needs of children with physical disabilities and complex medical needs.”</p> <p>Jonathan Price, Cabinet Member for Education (and SEND)</p>
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**Reasons for the Decision** – To consider proposed changes at Marshlands School and Greenhall Nursery which seek to maximise the use of the learning environments in both settings.

**Decision** – That the proposed changes to the following schools be approved:

(i) Marshlands Primary School – a change of age range, from the current Early Years to Year 6 to focus on children in Year 1 to Year 6 by removing Early Years and reception provision and specialising in Key Stage 1 and Key Stage 2 provision.

(ii) Greenhall Nursery – a change of designation of types of special education needs and disabilities catered for – to include children with needs in the Early Years Foundation Stage prime areas of learning, physical, communication and language and personal, social and emotional development.

**25. Decisions taken by Cabinet Members under Delegated Powers**

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

<b>Cabinet Member</b>	<b>Decision</b>
Cabinet Member for Commercial	In approving an extension to the current Council Construction Projects Framework Agreement (PC573) to accommodate delays due to COVID-19.
Cabinet Member for Environment, Infrastructure and Climate Change	In approval that the Council proceeds with the Rural Gigabit Broadband Voucher “Top up” proposal and enters into the Letter of Agreement with the Department for Culture, Media & Sport (“DCMS”).

**26. Forward Plan of Key Decisions**

The Forward Plan of Key Decisions for the period 14 October 2020 to 17 February 2021, which detailed the following issues, was approved:

<b>Subject Matter</b>	<b>Contact</b>
Integrated Performance Report 2020-21 - Quarter 2	Name: Andrew Donaldson/ Rob Salmon Tel: (01785) 278399/ 276354
SCC COVID-19 Planning and Recovery - Progress Update	Name: Janene Cox/ Andrew Donaldson Tel: (01785) 278368/

	278399
Children's and Families (including SEND) System Transformation – Update	Name: Janene Cox Tel: (01785) 278368
Staffordshire Better Care Fund 2020-21 and the Disabled Facilities Grant	Name: Dr Richard Harling Tel: (01785) 278700
Adult Learning Disability 2022 Community Offer: Update on Learning Disability Services Directly Provided by Staffordshire County Council	Name: Andrew Jepps Tel: (01785) 278557
Mitigation Plans for Cannock Chase Special Area of Conservation	Name: Janene Cox Tel: (01785) 278368
North Staffordshire Ministerial Direction for Nitrogen Dioxide - Project Update	Name: Clive Thomson Tel: (01785) 276522
Waste Disposal Arrangements in the North of Staffordshire from 2025	Name: Clive Thomson Tel: (01785) 276522
Integrated Performance Report 2020-21 - Quarter 3	Name: Andrew Donaldson/ Rob Salmon Tel: (01785) 278399/ 276354

## 27. Exclusion of the Public

**Decision** – 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

### 28. Midlands Engine - Accountable Body Arrangements (Exemption paragraph 3)

**Reasons for the Decision** – To consider the proposal for Staffordshire County Council to take over the responsibility of Accountable Body for the Midlands Engine.

**Decision** – That the recommendations contained in the report be agreed.

### 29. In-House Children's Home (Exemption paragraph 3)

**Reasons for the Decision** – To consider the proposed purchase of a property to provide local residential placements.

**Decision** – That the recommendations contained in the report be agreed.

**Alan White**  
**Leader of the County Council**

**Minutes of the Property Sub-Committee Meeting held on 7 October 2020**

Present: Alan White (Chairman)

Mark Deaville  
Jonathan Price

Philip White (Vice-Chairman)

**Also in attendance:** Mark Winnington and David Williams

**284. Declarations of Interest**

There were no declarations of interest on this occasion.

**285. Minutes of the Meeting held on 2 September 2020**

**RESOLVED** – That the minutes of the meeting held on 2 September 2020 be confirmed and signed by the Chairman.

**286. 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.

**287. Holding No. 14 Aston Hall Estate, Glen Farm, Aston-by-Doxey, Stafford - Proposed Commercial Letting (exemption paragraph 3)**

Details were submitted on the terms of the proposed Commercial Letting of Holding No.14 Aston Hall Estate, Glen Farm, Aston-by-Doxey, Stafford, ST18 9LJ.

**RESOLVED** – That, subject to the Terms indicated in the report, approval be given to grant the Commercial Lease of Holding No.14 Aston Hall Estate, Glen Farm, Aston-by-Doxey, Stafford, ST18 9LJ.

**288. Holding No. 133 Rodbaston Estate, Penkridge - Proposed Sale (exemption paragraph 3)**

Revision of proposal approved by the Property- Sub Committee on 2 September 2020 following withdrawal from the purchase by the original purchaser.

Details were submitted of the terms for the proposed sale of Holding No. 133 Rodbaston Estate, Penkridge comprising of semi-detached cottage, buildings and land in all extending to 1.09 acres.

**RESOLVED** – That approval be given to the sale of Holding No.133, Rodbaston, comprising semi-detached cottage, buildings and land in all extending to 1.09 acres on the terms indicated in the report.

**289. Newcastle Library -Proposed Disposal (exemption paragraph 3)**

The Sub-Committee considered the proposal to dispose the freehold interest in Newcastle Library.

**RESOLVED** – That Subject to the Terms indicated in the report, approval be given for the disposal of the freehold interest in Newcastle Library to Drayton Beaumont Services Group Limited.

**290. Third Floor Offices, 2 Staffordshire Place, Tipping Street, Stafford - Proposed Letting (exemption paragraph 3)**

Details were submitted for the proposed letting of Third Floor Offices, 2 Staffordshire Place, Tipping Street, Stafford.

**RESOLVED** – That, subject to the Terms discussed and indicated in the report, approval be given to grant a 10 year lease of the site to Dentsu Aegis Network Limited or a subsidiary company with an associated Parent Company Guarantee.

**291. Renewal of Leases for Children's Nurseries (exemption paragraph 3)**

a) East Staffs, Staffordshire Moorlands, Tamworth and Cannock Chase

Proposals were submitted for the renewal of the lease agreement at the following sites:

- East Staffordshire Childrens Centre 248-257 Waterloo St, Burton on Trent DE13 2NJ,
- Staffordshire Moorlands Childrens Centre Albert St Biddulph ST8 6DT,
- Tamworth Early Years Childrens Centre Basin Lane Tamworth B77 2AH
- Cannock Chase Childrens Centre Cannock Road Cannock WS13 7PH

**RESOLVED** – That, subject to the Terms indicated in the report, approval be given to grant a renewed lease agreement with the existing tenant, Tiny Toez Limited.

b) Stafford

Proposals were submitted for the renewal of the lease agreement at Sandytots Limited, Faraday Road, Stafford ST16 3NQ to the existing tenant, Sandytots Limited.

**RESOLVED** – That, subject to the Terms indicated in the report, approval be given to grant a renewed lease agreement with the existing tenant, Sandytots Limited

**IN ORDER TO AVOID ANY DELAY IN THE COMMENCEMENT OF WORKS, THE CHAIRMAN AGREED TO THE FOLLOWING ITEM BEING DEALT WITH AS URGENT.**

**292. Newcastle-under-Lyme**

Proposals were submitted for the renewal of the lease agreement at Newcastle under Lyme Childrens Centre Blackbank Road Knutton ST5 6BX to the existing tenant.

**RESOLVED** – That, subject to the Terms indicated in the report, approval be given to grant a renewed lease agreement with the existing tenant, Tiny Toez Limited

**Chairman**



<b>Local Members Interest</b>
N/A

## **Cabinet - Wednesday 21 October 2020**

### **Update from COVID-19 Member Led Local Outbreak Control Board**

#### **Introduction**

1. The Council continues its efforts to prevent and control the spread of Covid-19. With the number of cases continuing to rise, it is even more important that we follow the law and national guidance to protect vulnerable people and avoid additional restrictions on our lives and our economy.
2. Stick to the rules. This means washing your hands regularly, sticking to 2 metre social distancing, wearing a face covering in the shop, self-isolating and booking a test if you have any Covid-19 symptoms, and self-isolating for 14 days if you have been in close contact with a confirmed case.

#### **Latest Situation**

3. The number of new confirmed cases in Staffordshire has risen to around 120 a day. We are managing an increasing number of incidents related to care providers, educational settings, businesses and communities. Around 2,500 pupils are being educated remotely after cases of Covid-19 were identified at their schools.
4. The number of cases is particularly high in Newcastle-under-Lyme, due in part to an outbreak at Keele University, as well as in Stafford, due in part to an outbreak at HMP Stafford, and in South Staffordshire. We continue to operate local contact tracing to maximise the number of cases and contacts isolated and to identify common exposures that need to be managed.
5. National laboratory capacity has improved and the shortfall between demand and supply is not as marked as a month ago. Some people are still experiencing difficulties booking a test and we continue to offer community testing sites as a complement to the national NHS Test and Trace testing facilities.

#### **List of Background Documents/Appendices:**

[COVID-19 Local Outbreak Control Plan](#)

#### **Contact Details**

**Report Author:** Dr Richard Harling  
**Job Title:** Director for Health and Care  
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## **Cabinet Meeting on Wednesday 21 October 2020**

### **Impact of COVID-19 on SCC Communities, Economy and Organisation – October 2020 Update**



**Cllr Alan White, 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.

With Covid-19 now tightening its grip once again and cases rising rapidly across Staffordshire we must redouble our efforts and remain resilient.

It is important that while focusing on the resurgence of Covid-19 that we don't lose sight of what we have achieved and what we want to achieve going forward.”

#### **Report Summary:**

This paper details the approach that Staffordshire County Council (SCC) 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 SCC 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 the impact of COVID-19 on Staffordshire since June 2020;
- b. Note and endorse the approach being taken to resetting the Corporate Strategy;
- c. Note the progress made towards the high-level priorities and plans from each recovery area;
- d. Endorse the approach to SCC management of the Recovery process moving forward.

<b>Local Members Interest</b>
N/A

## **Cabinet – Wednesday 21 October 2020**

### **Impact of COVID-19 on SCC Communities, Economy and Organisation – October 2020 Update**

#### **Recommendations of the Leader of the Council**

I recommend that Cabinet:

- a. Note the impact of COVID-19 on Staffordshire since June 2020;
- b. Note and endorse the approach being taken to resetting the Corporate Strategy;
- c. Note the progress made towards the high-level priorities and plans from each recovery area;
- d. Endorse the approach to SCC management of the Recovery process moving forward.

#### **Report of the Director of Corporate Services**

##### **Reasons for Recommendations:**

##### **Background**

1. On 17<sup>th</sup> June 2020 Cabinet endorsed the SCC approach to Recovery, to understanding the impact of COVID-19 on Staffordshire, and the high-level priorities and plans from each of the directorates and recovery areas (Impact of COVID-19 on SCC Communities, Economy and Organisation and Recovery Approaches).
2. The SCC Planning and Recovery Group (PRG) met weekly from mid-April 2020 and since the beginning of July is now meeting fortnightly. The PRG links into the multiagency Staffordshire Resilience Forum's Recovery Coordinating Group (RCG), which has been meeting every 2 weeks. The 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. The prevalence of COVID-19 within our communities had decreased since early May 2020, however as the data within paragraphs 16 through to 19 evidences, the prevalence is now increasing. The central Incident Management Team (IMT) has been replaced by the Health Protection Board (HPB), required as part of the Local Outbreak Control Plan. The remit of the HPB includes overseeing surveillance and management of incidents and providing support to local IMTs addressing specific outbreaks within our communities.
4. A Member-led Local Outbreak Control Board ensures democratic oversight of Local Outbreak Control Plan development and the management of incidents overall and

individually and leads communication with the public about the overall management of incidents.

5. It is apparent that government restrictions may need to tighten and ease over the coming months, however, in line with current restrictions, progress has been made across SCC towards organisation and service recovery. This has been managed through existing governance structures and overseen by the PRG. We will continue to monitor any restrictions to ensure that our services remain open wherever possible, so that we can continue to support our residents, communities and businesses.

### **Approach taken to Recovery**

6. As noted in the previous Cabinet paper, this is not recovery as we have previously known it. The COVID-19 pandemic remains the biggest, longest, deepest peacetime emergency we have faced.
7. The public health measures that we 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
8. It is recognised that 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 has been no straightforward handover from response to recovery.
9. The Local Outbreak Control Plan, which responds to a Test and Trace function is governed through the new Health Protection Board. This has been meeting since June 2020 and oversees a number of mini Incident Management Teams which will be based around local outbreaks. The SCC IMT will be stood back up if there is a second wave of COVID-19 and SCC business continuity plans need to be invoked, or if the number of outbreaks reaches levels where additional capacity to support their monitoring and management is required.
10. Work of the Cells responding to COVID-19 has focussed on recovery activity since the end of May, based on the emerging understanding of the impact that this emergency has had on our communities, economy and organisation; the timescales for easing of government restrictions; the decisions that we made during the emergency period and what these meant for SCC; and the threats and opportunities that these provided.
11. There has been a focus on managing organisational backlogs, understanding where demand might increase and developing plans to address this, stabilising provider markets, supporting the voluntary sector and understanding and addressing emerging vulnerabilities within our communities, alongside mitigating the extensive economic and business impact, with related human costs.
12. It was acknowledged in the June Cabinet Paper that some of the changes implemented during the pandemic had been positive; out of necessity we made a lot of progress in a short space of time and there are many aspects of this that we did not want to lose.

13. As an organisation we became a more flexible and dynamic workforce by successfully employing agile working practices and digital solutions. Our internal and external collaborations and relationships also improved. A culture of trust was created through staff empowerment, support for and by our communities was accelerated and we were able to share data and make intelligence-driven decisions.
14. Recovery has provided us with an opportunity to shape a different future, addressing our threats and building on the positive outcomes from this emergency.
15. We are resetting our five strategic priorities and four principles as we emerge from the emergency, developing 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. Our year of transition continues as we move towards a reshaped future, which will be informed by the Government Devolution and Local Recovery White Paper expected in the autumn.

### **Understanding the Impact of COVID-19**

16. Coronavirus COVID-19 continues to circulate around the world and in the UK. As of 6<sup>th</sup> October 2020, there have been over 35 million confirmed cases and more than 1,000,000 deaths globally, with over 530,000 confirmed cases and almost 42,000 deaths in the UK.
17. Whilst the UK has emerged from the 'lockdown' imposed at the end of March 2020, COVID-19 continues to circulate across the country. COVID-19 is likely to be with us for a prolonged period of time, as such it is essential that we limit the spread of the infection so that we can enable both our residents and economy to recover from the wide-ranging impacts of the pandemic
18. Staffordshire, as per the rest of the country, is seeing an increase in COVID-19 cases and incidents. We are continuing to respond well to an ever-changing situation. We are seeing an increase in incidents across all settings - adult care, education and early years, businesses and communities. In recent months, Staffordshire has dealt with a number of significant outbreaks, including at a pub in Stone, and elevated levels of infections in parts of Burton.
19. Staffordshire is currently recording rates of new cases generally below the national and regional figures. As at 3<sup>rd</sup> October 2020, Staffordshire recorded a 7-day rate per 100,000 population of 72.8, lower than the national (108.6) and regional (87.6) figures. We undertake daily surveillance at a District and local level, to help us to identify any localities and settings of concern and take appropriate action to mitigate against any further spread.
20. At the heart of all our recovery plans and activities is considering and understanding the impacts of COVID-19 on our residents and communities. In August 2020, we launched a COVID-19 Residents' Survey to understand how the pandemic has affected the people of Staffordshire and their views on priorities for recovery. Over 3,700 residents have responded to the survey, which has now closed. Results from the survey have informed the Community Impact Assessment attached to this

paper. They will also feed into our recovery plans into the business planning process for 2021/2022.

### **Learning that has been taken**

21. The COVID-19 outbreak required a rapid response to an unprecedented situation, and this was not without challenges. An exercise has been 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, and this has fed the recovery plans moving forward.
22. The final outcomes from this exercise have confirmed the initial principles which were agreed to underpin the 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 are being 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**

### **Easing of Restrictions**

23. Our recovery plans have been and will continue to 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. More guidance has been issued regularly, in line with the ascertained and predicted risk to public health.
24. At the time of the June Cabinet paper, alongside partners, we had addressed the safe reopening of our Household Waste and Recycling Centres, the car parks at our country parks, and some of our buildings, as well as supporting as appropriate the planning for the safe re-opening of schools to identified year groups. We continued to shield the most vulnerable.
25. Since then, in line with national easing of restrictions, a number of community assets and services have reopened and resumed across the SCC, although restrictions are still in place across several areas as per Government guidance.
26. Services across Libraries, Children's Centres, Archives and Heritage, Country Parks and Rights of Way, Trading Standards, Coroners, Highways, Transport, Waste Management and various training and education activities have now been

re-opened to varying degrees, operating under health and safety guidance from the Government.

27. Examples of progress with recovery include: the backlog of assessments created by the implementation of Care Act Easements, and the backlog of reviews that had built up during the pandemic response have now been cleared; our schools have reopened to all year groups; home to school transport plans, although challenging, have been implemented; support has been provided for local businesses and those affected by redundancy; registration services have recommenced; and shielding has ceased, although we continue to support/monitor the most vulnerable through Family Hubs, libraries and the SCC COVID-19 telephone number for appropriate signposting.
28. Much more detail around recovery led by individual directorates and recovery groups is provided in the rest of this paper.

### **Resetting the Corporate Strategy**

29. In June, it was reaffirmed by Members that the core vision, priorities and principles set out in the Strategic Plan remain valid as we look to recover from COVID-19. As part of recovery, leads for the five priorities and four principles have been reassessing and resetting their plans to address the impacts of COVID-19 and take advantage of new opportunities.
30. SCC has a well-established approach to quarterly performance and financial reporting, which has continued throughout the COVID-19 pandemic, flexing to enable the organisation to understand progress against our response and recovery plans, as well as our Corporate Delivery Plan.
31. Business planning will commence in Autumn to ensure that SCC has in place a robust Corporate Delivery Plan for 2021/22, to deliver against its Strategic Plan, alongside ensuring that we continue to have a balanced Medium-Term Financial Strategy.
32. With SCC elections in May 2021, a full refresh of the Strategic Plan and Corporate Delivery Plan will be completed post-election. A signed-off new Strategic Plan and Corporate Delivery Plan 2022/23 will be in place by March 2022.

### **Priorities for Recovery**

33. As detailed in the June Cabinet paper (Impact of COVID-19 on SCC Communities, Economy and Organisation and Recovery Approaches), 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.
34. Progress against the initial high level and immediate priorities for each directorate and corporate principles group is described below, along with progress against

plans which have emerged during the last three months, and the Community Impact Assessment.

## Health and Social Care

35. The immediate and high-level priorities for Health and Care along with high level timescales and associated risks are detailed below.

36. Good progress has been made against all of the Health and Care recovery priorities:

- a. **Effective COVID-19 Local Outbreak Control** including ongoing management of incidents as well as preparation for winter and any potential further wave of COVID-19. Additional capacity is being recruited.
- b. **Expanding the Supportive Communities programme;** embracing the transformational opportunities offered by the surge in volunteering during the pandemic. A refreshed implementation plan will be brought forward for endorsement in October.
- c. **Improving health and mitigating the impact of the lockdown;** including tackling obesity and mental ill health, especially in vulnerable adults. SCC's Public Health and Prevention Strategy has been refreshed and we have agreed a £750,000 investment programme funded by the uplift in the Public Health Grant including more campaigns, a workplace health programme, an improved digital offer and community grants fund.

37. Adult Social Care & Safeguarding:

- a. **Recover operations.** We have now cleared the backlog of assessments created by the implementation of Care Act Easements, a small number are ongoing and are being treated as 'business as usual'. We have also developed a plan to ensure that we are prepared in case of an increase in requests for assessments due to the impact of COVID-19 on vulnerable adults and their carers.
- b. **Increase flexible and mobile working.** We have implemented video and telephone social care assessments and reviews to enable staff to work flexibly, whilst also supporting staff to complete assessments face to face safely where this is required.
- c. **Harness the improved ways of working** that have been evident during the pandemic response, including an expanded role for First Contact in completing assessments quickly and effectively.

38. Care Commissioning:

- a. **Recover operations.** We have arranged care placements and packages as our colleagues in adult social work have dealt with their backlog of assessments. We are liaising with the local Clinical Commissioning Groups to plan for transitioning from the temporary arrangements put in place during the NHS's pause in carrying out Continuing Healthcare and related assessments. We have continued to support care providers with any specific quality challenges, these have now reduced significantly during recovery.

- b. **Improve urgent care.** We are continuing to support the NHS 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 continue to provide advice to care providers about infection prevention and control, PPE, social distancing and 'shielding', and 'test and trace', developing these arrangements as part of our COVID-19 Local Outbreak Control Plan. We continue to promote the value of the care workforce alongside the NHS – for example, extending the same online resources for supporting their mental wellbeing that are made available to NHS colleagues.
- d. **Review the care market.** We continue to monitor the care market to identify trends and we have begun a review of future market capacity requirements in the context of the impact of COVID-19 on the care sector, especially care homes. We continue to trial alternatives to building based day services and replacement care where appropriate to ensure support in the context of enhanced requirements for hygiene and social distancing.

39. In-house learning disability provider services:

- a. We are **developing new ways of providing support** in the context of enhanced requirements for hygiene and social distancing, including the use of remote electronic interactions.

40. Finally, there is a need to acknowledge the impact the recent months have had on our workforce and those working in the wider care sector and ensure that moving forward we can provide effective support through what has been, and may continue to be, a challenging period.

## **Families and Communities**

41. The immediate and high-level priorities for Families and Communities were identified as:

- a. Understand where demand will hit as lockdown eases
- b. Managing the increased demand in mental health and Domestic Violence
- c. Assessing impact of the return to school guidance on the Local Authorities
- d. Assessing families with multiple indicators not yet on our vulnerable list to proactively address potential needs
- e. Working with schools to proactively target families they have identified as vulnerable
- f. Stabilising and mobilising the workforce to address newly identified as vulnerable
- g. Understanding and addressing immediate provider failure

42. Demand for services and referrals initially reduced by 30-40% during lockdown; although rates of referrals vary throughout the year, on average 148 referrals are received each week. There is no certainty for predicting an increase in demand, however different models produced by the Department for Education (DfE), suggest an increase of an additional 55 referrals each week is likely during September, as



children return to school. Therefore, within Staffordshire our referrals could increase to approximately 200 per week.

43. The most significant barrier to recovery for Children's Social Care has been the closure of the Courts and the subsequent limited court capacity. The impact of this has been experienced throughout the whole system, including children and their families.
44. As a consequence of this, the planned reduction of children in our care has not occurred as courts have prioritised new safeguarding applications and have not been able to schedule discharge applications, Adoptions, Special Guardianship Orders or Final Hearings. Court cases have remained active for longer, creating additional demand for updated assessments and the required statutory social work activities (statutory visits, reviews, health assessments, personal education plans etc).
45. There are 36 discharge applications on-going, 8 adoption orders delayed (where children have been placed with adopters for over 10 weeks , therefore eligible to apply for the adoption order) and 20 children who are the subject of placement orders where the plan is for adoption (where we are either seeking families or where they have been placed but not been in placement for over 10 weeks).
46. The court closures have also significantly impacted on the Youth Offending Service; the inability of the courts to hear scheduled cases has resulted in an increase of children open to the service requiring interventions and children have remained on remand for longer than would be usual (and therefore in the care of the Local Authority). Alongside the emotional distress and hardship for the young people involved, this may lead to financial pressures.
47. Staffordshire schools responded positively to the required wider opening from June 2020. By the end of June all schools had welcomed children back and the attendance of prioritised year groups was amongst the highest across the West Midlands and indeed the country. By July nearly 60% of the pupils in the prioritised year groups were attending schools each week. This placed Staffordshire schools in a strong position for full opening in September and during week 1 of the return to school 92% of children were in attendance.
48. Throughout this period Schools provided a weekly return indicating those vulnerable children and families that they had been unable to contact. This was followed up by the social worker contacting the family to ensure that the family was 'safe'.
49. The recovery has been delivered through four sub-groups:
  - a. Children's Social Care
  - b. Education & Skills
  - c. Workforce
  - d. Market Recovery

50. Each of the sub-groups has several workstreams and activities to achieve recovery, and good progress has been made against these. Families and Communities has continued to collate comprehensive data and performance information which identifies the impact of COVID-19. This information is reviewed regularly to understand the changing impact on capacity and demand across the Children's system; it is also routinely shared with DfE.
51. We continue to work with our partners to identify those children, families and care leavers who are at greatest risk of their needs escalating. People living with domestic abuse, poor mental health, vulnerable children and families with multiple 'risk factors' are being prioritised through the provision of appropriate support and direct work.
52. A number of preventative measures have been taken to ensure that there is adequate support available for children and young people experiencing poor emotional and mental health:
- a. A Staffordshire and Stoke-on-Trent e-newsletter (Kind Minds) has been developed to share information regarding services, training and resources to support children and young people's mental health and emotional wellbeing. This newsletter has been distributed to educational establishments (schools, FE colleges, alternative education providers etc.) for the start of the 2020-21 academic year and will be produced every half-term and coordinated for Staffordshire by SCC.
  - b. An additional £100,000 has been obtained from the Public Health Ring Fenced Grant to increase the capacity of the children and young people's emotional health and wellbeing service, commissioned by SCC, to deal with additional demand.
  - c. Partners are developing an interactive digital pathway of support & services for children & young people's mental health. Partners are also starting to meet to discuss the possibility of creating a webpage for children & young people, parents & carers, and professionals as a 'one stop shop' for accessing information, advice and guidance regarding mental health services, support, resources and self-help tools. Both developments are aimed at simplifying what is currently a complex system of information, services and support for children & young people, families and professionals.
  - d. Partners are working together across Staffordshire & Stoke-on-Trent to identify and train 'local experts' to adapt the national training for educational establishments as part of the DfE / DHSC 'Wellbeing for Education Return' project.
53. We continue to work with the Staffordshire Commissioners Office and Stoke on Trent City Council to monitor the support in place for domestic abuse. At the end of quarter one performance remained comparable with last year, however we continue to monitor this through the existing governance structures to ensure that any increases are noted, and we respond appropriately.

54. As part of the response and recovery Family Hubs have been created which are virtual support bases where families with children and young people aged 0-19 can access a broad and integrated range of early help to overcome difficulties. They have connected families to a range of community support to help them manage through the difficult situation we have faced. In addition, these virtual family hubs have supported with:
- a. The targeted delivery of over 4000 survival kits to families most in need to ensure families had the information, advice and guidance and access to support if they reached crisis point as well as some practical help with activities to support their child's development and emotional wellbeing.
  - b. The delivery of the food and emergency supplies for individuals and families in Staffordshire. This provided people with £14,000 worth of support to buy food and emergency supplies.
  - c. The distribution of free food hampers and cooking equipment provided by business to support families most in need.
  - d. The establishment of a YouTube channel to provide recipes and ideas for families to cook together to ensure families are able to enjoy mealtimes together.
55. We are also 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.
56. We have engaged with our workforce throughout, seeking their experiences, views and support required; this has included surveys, risk assessments and buddying systems in teams. This has informed how we have supported staff in their working arrangements.
57. There are several risks and vulnerabilities that have been identified and are the primary focus of our current recovery work, these include:
- a. The closure of the family courts and subsequent limited opening has resulted in significant delays in progressing children's care planning, care exit and adoptions, which has led to an overall and continuing increase in the numbers of children in the care system. This has also impacted on private law applications not being heard and resulted in increased requests from the courts for Local Authority assessments in private law cases.
  - b. The delays in the courts has impacted on the youth justice courts and resulted in some young people remaining in custody on remand for longer.
  - c. There has been a significant reduction in venue capacity to support face to face direct family time between children and their parents- hampering reunification plans and reducing the capacity to undertake direct work and assessments.
  - d. There have been multiple changes to the government guidance to schools, the ability to provide all children with a full-time education- including those who require transport, and those children with a disability remains to be tested in September.
  - e. There is a limited care market for children with a disability, this market has become more fragile with COVID-19.

- f. Local Housing providers have had to balance the needs of those fleeing domestic abuse and the homeless, therefore there has been a delay in the allocation of properties to children leaving care at 18 causing delay to their independence.
  - g. There may be risks linked to local lockdowns that impact on the functionality of whole teams who may have to self-isolate due to being identified at risk via the track and trace arrangements or through school 'bubbles' being sent home. Business Continuity Plans will be implemented and reviewed in these circumstances, we will use our staff resource flexibly to ensure that we maintain a safe service and fulfil our statutory responsibilities.
58. These risks are being monitored closely through the relevant workstreams, Business Continuity Plans have been reviewed and updated to respond to these risks. We are working with our partners in the courts, schools, housing providers and commissioned providers to mitigate the impact of these risk where possible.

### **Economy, Infrastructure and Skills**

59. The initial focus in Economy, Infrastructure & Skills (E,I&S) to COVID-19 was to maintain service delivery and put in place support where required. Some service areas experienced early demand pressures as part of the initial easing of lockdown such as the Household Waste Recycling Centres (HWRCs), however due to careful planning the re-opening of the sites was successful with most waste streams being collected from day one and visitor numbers matching year on year comparisons, despite the social distancing measures on site.
60. Business Continuity Plans throughout the directorate held during the outbreak including the delivery of highways services. A national highway sector resilience study focused on Staffordshire's success during lockdown and identified the following critical success factors: political support (e.g. assigning key worker status), the flexible delivery model through the Infrastructure +contract and committed team and supply-chain partners.
61. Demand for some services reduced during the outbreak, such as land enquiries and highways developer agreements, but these are now experiencing increases as lockdown is eased. These may be further amplified by recent changes to legislation and a relaxation of planning measures in town centres. In other services, COVID-19 has exacerbated pre-existing service pressures, such as the flood risk management programme, where access to sites has not been possible.
62. Planning for the full re-opening of education provision from September has been challenging and complex for service areas which support this, notably home to school transport, active travel planning and school crossing patrols. Transport plans are in place for the September re-start for all eligible pupils based on revised guidance for social distancing and increased hygiene. The team has worked with operators to increase network capacity for non-eligible pupils using part of the additional £0.66m allocated by the government. Travel to School Action Plans have been developed for each school site to help manage congestion and safety as well as increase active travel.

63. All local colleges, training providers and universities now have plans in place for September based around splitting cohorts, bubbles and a blended learning offer. Where learners do not have access to IT equipment, they are being referred to a voluntary organisation that provides laptops. This reflects the pragmatic approach taken across the directorate to work with our partner organisations to support the easing of lockdown by putting in place support where required, including via the Economic Recovery & Renewal Cell that is leading the local economic response to COVID-19.
64. Whilst work is on-going to assess the financial impact of COVID-19 within EI&S, the longer-term impact for learners, service users, residents, transport operators, town centres, developers and local businesses is not expected to become clear until the autumn.

### **Economic Recovery, Renewal and Transformation**

65. Local economic recovery in response to COVID-19 was taken forward by a separate cell under the incident management process. An action plan brings together national and local initiatives and schemes to mitigate against the impact of COVID-19 and to re-start, recover, renew and transform the local economy.
66. Funding of £0.5m was agreed by Cabinet to support for local businesses to respond and re-open, in particular the funding provided an Emergency Grant for micro-businesses which had not been able to access Government support, this helped safeguard 226 local businesses during lockdown with a total grant of £0.21m. The funding also helped micro-businesses with a one-off PPE Start Back Packs for those businesses re-opening after lockdown that have close contact with their customers. In total 1,700 PPE packs were provided to local businesses to help them re-start with confidence. The real success of this scheme was also sign-posting businesses to known, trusted sources for PPE.
67. The Staffordshire Start Up Scheme was developed following experience from previous recessions where data demonstrates that during these periods of economic uncertainty more new businesses are started (following the 2008 recession there was a 55% increase in business start-ups between 2010 and 2016). The purpose of the scheme is to provide a free training course to individuals who want to start their own business and are at risk of redundancy.
68. In addition, a Redundancy & Recruitment Triage Service and a County Wide Redundancy Task Group has been put in place to support businesses and individuals affected by large-scale redundancies. At this stage the number of contacts for both schemes is low demonstrating the ongoing positive impact of the Government's interventions (e.g. furlough), but these are expected to increase from September as the national interventions are gradually removed.

### **Corporate Services**

69. As reported previously, 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.

70. **Governance:** Virtual meetings to support SCC's democratic process began with lockdown, and the virtual meetings have been a success. There has been a good level of Member engagement and they have ensured the continued and smooth running of SCC. The constitution was amended to reflect the use of virtual meetings; the facilities within County Buildings in Stafford, which hosts the majority of our member meetings, and have been improved to ensure that they are compliant with social distancing rules. As we complete this phase of our recovery, we are now able to resume with some face to face meetings.
71. Where it is possible to do so, physical meetings will resume but only where appropriate. For the time being, as COVID-19 driven limitations in numbers within the building remain, all public meetings will continue to be webcast rather than open for public attendance.
72. In addition to this, a wider review of Governance remains underway with a view to ensuring that we have the most efficient and effective arrangements in place to support our wider service delivery as the "new normal" continues to evolve.
73. **Legal Services:** COVID-19 has delivered new challenges that have required involvement from Legal Services. During the response the service provided active support to the Incident Management Team, including support to the volunteer cell along with arrangements to deliver robust "local lockdown
74. In addition, the usual business of supporting the most vulnerable children and adults has continued as have other legal proceedings. Much of this has moved to virtual hearings rather than attendance at court, which has delivered some improvements in respect of process, however, it has impacted adversely on the hours required from team members to complete matters.
75. It has been possible to continue to offer a full service using a blend of digital platforms and physical attendance throughout the pandemic.
76. Work is however now required to restart and address the backlog in Adult Social Care (ASC) proceedings in Court of Protection. ASC cases have progressed by telephone wherever possible, but cases have been subject to frequent adjournments whilst the Court of Protection considers how to proceed final hearings where attendance is required.
77. A further priority area for Staffordshire has been the progression of care proceedings work which supports the transformation programme to reduce the numbers of children in our care. Since April 2020 legal colleagues been active participants and contributors to the Court Recovery Group set up by the local Designated Family Judge. The work done in the Court Recovery Group has ultimately enabled the progression of a model of split listing, which means that hearings that would have taken up two separate days are condensed into one day.

78. Telephone hearings in care proceedings cases have been taking place since the early days of the pandemic which has enabled the progression of matters where possible, when attendance of parties was not required.
79. There was a delay in the restart of attended hearings, due to the need for Her Majesty's Court and Tribunal Services (HMCTS) risk assessments on court buildings, but attended hearings commenced from the 1<sup>st</sup> June 2020. The split listing model, innovated in Stafford and Stoke Courts, has meant that in comparison with other Local Authorities nationally we do not have a significant backlog of cases of care proceedings waiting in Court, although there is a backlog in adoption cases, and for other children waiting to be discharged from care. The system does place pressure on legal colleagues regarding preparation for and conducting these condensed hearings.
80. It has been noted that cases are taking longer to conclude. Data is not yet available but this is likely to be due to a combination of factors including more frequent adjournments caused by the changes required in the system and as a result of the delay in the completion of social work assessments (due to the impact of COVID-19). The number of care proceedings cases being issued however, has not significantly decreased.
81. **Property:** Progress by the Property group includes a successful bid for funding from Get Building Fund through the Stoke and Staffordshire LEP, for the development of the Shire Hall in Stafford. A business case will be submitted later in the year.
82. **Registration Services:** SCC's Registration Services significantly amended their processes and methods of engagement as part of the response to COVID-19. Following the introduction of the National Lockdown, the Registration Service could only provide the critical function of death registration until restrictions began to ease in mid-June.
83. The lockdown period therefore produced a backlog of approximately 900 births to be registered, and affected approximately 1000 wedding ceremonies, most of which were re-arranged for next year. Approximately 1000 more deaths were registered during this period than in the previous year, a rise of 40%, and at the height of the pandemic, registration staff were registering more than three times the typical number of deaths, with no other work or registrations completed.
84. There has been significant change to the operation of the service, most notably the registering of deaths by telephone and electronic transfer of documentation between GP's and hospitals, registrars and funeral directors to speed up the process from death to funeral. This is likely to remain the case in the short-medium term. To simplify the process for registering deaths during this period, registration staff have managed the booking of death registrations which has also eased demand in the Contact Centre.
85. Since mid-June, registration staff have successfully addressed the backlog of birth registrations by adapting the normal service provision and have so far managed to accommodate around 1000 marriage ceremony moves to ensure the public could

marry at a convenient date once restrictions were eased. This will result in a large increase in ceremony numbers in 2021, requiring an increase in casual staff numbers to facilitate.

86. Face to face appointments are now available across the county for births and marriage preliminaries, and death registrations continue by phone.
87. Staffordshire was one of the earliest Local Authorities to resume Citizenship services. By early adoption of single person face to face citizenship ceremonies and 'virtual' citizenship ceremonies, we have enabled approximately 50 citizens to gain citizenship within weeks of the easing of lockdown. Ceremonies have now recommenced successfully following government guidelines.
88. **Customer Services:** Customer Services are playing a crucial role through supporting the ongoing response required to the COVID-19 outbreak. The flexible nature of the resource has enabled the team to respond quickly to demand. Four new members of staff are being recruited to support Local Contact Tracing, from October.
89. To date the Local Outbreak control has been supported by making over 1,500 phone calls to potential contacts of positive COVID-19 cases, contributing to the successful control of a number of outbreaks.
90. The Customer Service team is working to streamline other processes and call types, working with service areas directly, to release as much resource as possible. This resource is also being used to support Local Outbreak control and other parts of SCC who are working hard to support the public.
91. The **Policy and Insight Team** continue to direct significant analytical capacity and capability to support Local Outbreak Control. The team is managing, processing and analysing a wide-variety of different data on a daily basis, to enable Staffordshire to identify and respond quickly to rising COVID-19 cases and outbreaks. This includes working in partnership with the Customer Services Team to triangulate and summarise findings from local contact tracing.
92. The team has developed and is maintaining, a suite of interactive dashboards that bring together all the key datasets related to COVID-19 and which are updated daily. These dashboards are shared across the Local Resilience Forum to enable evidence-based decision making across Staffordshire. The Team is also providing regular situational reports for a wide variety of different outbreaks and incidents.

## Communities

93. In the previous Planning and Recovery report to Cabinet in June 2020, the following priorities were set out for the Communities recovery workstream. Below is an update against each of these priorities.
  - a. Agree scope of Communities Recovery Group and any required sub-groups.
  - b. Plan for the re-opening of Staffordshire County Council run community services.



- c. Identify learning from what we have done differently and how this can be sustained.

94. Agree Scope of Communities Recovery Group and any required sub-groups:

- a. As part of the SCC approach to recovery from COVID-19, a Communities Recovery Group was established in May 2020.
- b. The scope of the Communities Recovery group was agreed at the 2 June meeting of the Communities Leadership Group (formerly known as the People Helping People programme board). As a result, the following two sub-groups have since been established to cover this scope, which report into the Communities Recovery Group:
- c. **Culture, Rural and Safer Communities sub-group** – focusing on the re-opening of community assets including Libraries, Children's Centres, Archives & Heritage, Countryside Estate (including Country Parks and Rights of Way) and Trading Standards.
- d. **Do-It Implementation / Volunteering sub-group** – focusing on establishing the Do-It Staffordshire platform for community volunteering and Do-It ICount. The aim of this work is to sustain the momentum of the iCount volunteering campaigns and mobilise staff more effectively in the event of a second wave or local lockdown.

95. Plan for the re-opening of SCC run community services:

**Libraries:**

- a. We have taken a phased approach to the recovery of Staffordshire's Library services. We reopened the 16 libraries directly managed by SCC and 1 Community Managed Library (CML) over a four-week period during July.
- b. We continue to work with our CML organisations to support volunteers to re-open the CMLs safely. 19 CMLs have now reopened and we have detailed plans and support in place to reopen the 8 remaining CMLs by the end of September. There will however be a requirement to support the recruitment of additional volunteers to ensure capacity across the CML network.
- c. A partial mobile library service began on the 17 August. Limited browsing will be re-introduced from 21 September and there are plans to gradually reinstate the service to more remote communities.
- d. Browsing was successfully re-introduced at the 16 county managed libraries at the beginning of September
- e. Alongside Recovery, Libraries continue to enhance the online offer and have updated their Business Continuity Plans.

### **Children's Centres:**

- a. Since June 2020, Children's Centres have recommenced Childcare with adherence to the appropriate Government Guidance.
- b. During August 2020, Children Centres began a staggered reintroduction of Family Time for children in our care. This is a priority for the Centres as we seek to meet the needs of our children and their families whilst also responding to the requirements of the Courts.
- c. During September 2020, Children Centres will begin to reintroduce priority health appointments.
- d. Government guidance does not currently allow for the Children's Centre core offer relating to Early Years to reassume. Considering this, the Early Years Coordination Service continues to facilitate a virtual offer which is supported by a broader Family Hub Offer.
- e. The Service is reviewing the government guidance as it becomes available in order to continue to reopen Children's Centres.

### **Archives and Heritage:**

- a. All Archives and Heritage sites received COVID-19 secure certificates by the end of June. This enabled staff to return to offices where their job role required it.
- b. The Staffordshire Record Office reopened on the 14 July with full opening hours reinstated from 11 August. The William Salt Library remains closed to the public; however, collections are available via the Record Office.
- c. A third of our volunteers were able to work remotely (45 people). This is likely to continue for some volunteers. The service is now looking at bringing volunteers back to onsite but needs to understand the implications of the new 'rule of six'.
- d. Despite the restrictions, the service continues to maintain higher levels of online engagement through our eNewsletter, social media, and project blogs.

### **Country Parks and Rights of Way:**

- a. All of Staffordshire's countryside sites are now fully open. This includes car parks, toilets, parking machines, visitor centres at Cannock Chase and Chasewater. The Cafes are also open for take away services at Cannock Chase and Chasewater and trading concessions are now back in place.
- b. Volunteers are assisting wherever safe to do so on sites. As a result of emergency funding of £218,000 via the COVID-19 grant, additional staff cover and marshals are in place to manage the increased visitor numbers at Chasewater and Cannock Chase, plus additional Rights of Way officers have been appointed until 31<sup>st</sup> March to address the significant rise in reported issues on public rights of way with increased use of the network.

- c. The conference facilities at the Chasewater Innovation Centre were scheduled to reopen on 1<sup>st</sup> October in line with Government guidance. However the conference facilities will now not reopen on 1<sup>st</sup> October following the Government's announcement on 22<sup>nd</sup> September 2020
- d. Finally, we are awaiting changes in Government guidance to restore volunteering on our Rights of Way network. This cannot be achieved safely within the current guidance. The service depends heavily on volunteers, so this is a significant constraint to delivery.

### **Trading Standards and Coroners:**

- a. Services have continued throughout lockdown with the majority of staff working from home and Coroners staff attending SP1. COVID-19 secure risk assessments have now been agreed which permit officers to visit trade premises.
  - b. Coroners inquests are being completed with limited attendees and remote access.
  - c. Trading Standards are dealing with the majority of issues by telephone and email, and COVID-19 compliant investigative and inspection processes are in place.
  - d. Trading Standards are working with Public Health and The Sports Grounds Safety Authority (SGSA) to ensure that if spectators are allowed into sports grounds this is carried out in a COVID-19 secure manner
  - e. Trading Standards are also leading on the enforcement and prevention activities in relation to the COVID-19 Local Outbreak Plan.
96. Identify learning from what we have done differently and how this can be sustained:
- a. The learning from the community response to the COVID-19 pandemic has resulted in a set of recommendations and strategic policy questions for the organisation regarding its community offer. These have been compiled into a report which have been shared for discussion with the Communities Leadership Group and directorate SLTs.
  - b. The recommendations of this report will be used to inform the 2020/21 Communities Delivery Plan, and the Digital work programme. These recommendations focus on recovering community assets, VCSE sustainability, community engagement, digital, data, culture, volunteering, #DoingOurBit, Members, Governance, and COVID-19 recognition / memorials.
  - c. The learning from the Volunteering Cell and the iCare and iCount campaigns has been captured by the Do-It Implementation / Volunteering sub-group. This learning has been included in the Communities Recovery Group recommendations report detailed above.

- d. One of these recommendations has been the implementation of the Do-It Staffordshire platform. Do-It Staffordshire is a county-wide digital volunteering platform connected to the national Do-It website. The purpose of Do-It Staffordshire is to connect volunteers with community and mutual aid groups in need of support and enable those who were inspired to volunteer during the COVID-19 response to continue.
- e. Alongside the parent site there will be two further 'eco-systems', Do-It ICount, and Do-It Support Staffordshire. The linked Do-It ICount platform will also be used by staff to respond to crises and peaks in demand in the short term or for a second wave/local lockdown. Do-It Support Staffordshire offers an enhanced service to organisations looking for volunteers, in line with our VCSE contract.
- f. The first phase of the Do-It Staffordshire platform has been built and launched with community and mutual aid groups. The platform has been launched to the public and our own workforce during August to promote volunteering and social action alongside #DoingOurBit. The launch of the Do-It ICount platform will also align to work taking place to review our approach and policies on volunteering internally.

## **Digital**

- 97. Digital and SMART working have been central to the response and recovery phase and is one of the recovery priorities set out at paragraph 22. Based upon the draft strategy and programme that was developed in March 2020, an initial reassessment of the projects and concepts was completed informed by the immediate learning from the response phase and this was considered by Cabinet in August 2020.
- 98. Cabinet agreed that Members would work with Directors to test the projects, business as usual and concepts against a set of priorities identified by Cabinet and bring back a refreshed strategy and programme in November. Work is now underway to deliver this through the Digital Leadership Group.
- 99. There will be a renewed focus on improving the customer experience, communication, digital inclusion, digital economy and the next phase of SMART working enabled by the next phase of Microsoft Office 365 and Teams rollout.

## **People**

- 100. The priorities within the People Strategy have been revised in light of the COVID-19 response and recovery and work has begun on delivering key priorities, which has resulted in a number of key deliverables being achieved since July 2020.
- 101. Since July the team has successfully updated approaches to managing capability, one to ones and appraisals as well as launching the new iLearn system, and the development of an implementation plan for a new Learning Management System (LMS). All these have been refined to support a more agile workforce and ensure the workforce is supported despite changes in working practices.

102. The People function has successfully supported the lifting lockdown arrangements ensuring that buildings are compliant with health protection regulations and an assessment of desk demand has been undertaken to help identify the capacity required in key buildings.
103. In addition to supporting teams to return to the office where necessary, the People function has also supported home working arrangements including a refinement of the SMART Working vision based on recent experiences and the acceleration of the organisation in relation to use of remote tools and approaches. The support for home working has included the purchasing and distribution of equipment to assist people to work from home safely and comfortably.
104. In July 2020, SLT agreed that a further review of working arrangements would take place in September 2020. This review has now taken place and from 7 September 2020, staff have been given the flexibility to return to the office, in line with current COVID-Secure risk assessments. This will give staff and managers flexibility to come into physical office space in a way that has not been an option available to them since March 2020.
105. There have and continue to be a number of discussions about how best to use the working space we have, more creatively, and that is part of the SMART working project. In the interim, it is proposed that we will leave it to teams and service areas to use the space available as appropriate and as creatively as required for what they need to achieve, including meetings.
106. There will be communications around this including the use of 'case studies'/examples of where this is happening, to 'encourage' people to use the workspace available and reassure people that this can be done safely.
107. The Health & Safety team have been providing considerable support to the management of COVID-19 outbreaks at education and early years settings. This included working with the settings to provide guidance on re-opening ahead of the new term and the management of incidents within these settings. The return of children to school has led to an increase in incidents and outbreaks and the team are working tirelessly to ensure these settings can stay open and safe. This includes contact tracing, arranging testing as well as implementing procedures to ensure incidents are managed in a safe and effective manner.
108. In addition, the Health & Safety Team continue to support the entire organisation with COVID-19 secure arrangements and continue to manage and co-ordinate the PPE advice and Emergency PPE support.

## **Climate Change**

109. As SCC leads the way in recovering from the COVID-19 pandemic there is a need to ensure that any recovery activity is linked to the refreshed climate change strategy work with the aim of achieving carbon zero by 2050.
110. A council-wide audit of carbon output, finalised in May 2020, provides a new 2018/19 baseline of our annual carbon output per tonne for the organisation.

Knowing the emissions of the organisation, should enable us to target where we need to direct effort, which will be reflected in a 5-year action plan to deliver carbon reductions. This is underpinned by quantifiable benefits and impacts set against the four key climate change themes: improved air quality; organisational Carbon reduction; protecting the natural environment; minimising waste; and a fifth cross-cutting theme, to deliver behaviour change.

111. Work is on-going with the Climate Change Working Group (an all-party member group) to prioritise actions that deliver the greatest carbon reduction, which will form a 12-month action plan. This is likely to focus on areas that SCC has sufficient influence and control over to ensure achievement of benefits in the timescales or those that have the greatest impact. SCC approved funding activity, over a five-year period, supports carbon reduction activity in February 2020.
112. An initial action necessitated by COVID-19 will be drawing up proposals for home-based working for staff and members following the move to SMART Working. Whilst this has delivered benefits through reduced mileage, it is likely to be offset (in the colder months) by increased heating in homes that may not be as energy efficient as SCC's offices, in particular, SP1. This will require engaging with wider service areas (e.g. OD as part of work to lift lockdown in SP1) to ensure that recovery plans either reduce carbon output or as a minimum have a neutral impact.
113. There are also opportunities for us to further the carbon neutral agenda by maximising recent national funding opportunities to support recovery. The Emergency Travel Fund Allocation which will enable infrastructure works will increase cycling and walking, and work is also being progressed by the economic recovery and renewal cell to encourage start-ups in clean, high value and transformational businesses.

## **Finances - Impact on MTFS**

### **2020/21 and the immediate response**

114. SCC received an additional emergency general grant from the Ministry of Housing, Communities and Local Government (MHCLG) totalling £43m to respond directly to the crisis, with a further £9.9m from Department of Health and Social Care (DHSC) to be used to support the care sector and a further £3.6m to respond to the requirement for local test & trace arrangements. Grants have also been received to support families struggling to afford food and other essentials with food vouchers over the summer holidays, and for changes required to enable school transport to be COVID-compliant in September.
115. 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 covered by the grants, however there is a risk that significant additional costs could be incurred if there is a prolonged 'second wave' of infections. Cabinet have approved the allocation of the additional grant to the revenue budget for 2020/2021.
116. As we move forward with our recovery, it is recognised that there is a great deal of uncertainty facing local government finances. Therefore, as part of the recovery

plans, services have endeavoured to manage their finances within their approved 2020/2021 budget (as adjusted for emergency grant allocations).

117. The current MTFS is predicated on delivering a £62m cost reduction programme. The response and recovery 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”. As we progress through 2020/21 this may mean that Directorate recovery plans may need to identify alternative options to 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**

118. 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 longer term SEND funding.
119. These issues remain as we progress with recovery. The response to the pandemic has generated additional pressures particularly with council tax and business rates collections, increased demand for services, reduced income from fees and charges, and the pause in the cost reduction programme.
120. 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. A key financial risk is also a potential significant increase in the level of demand as a result of the impact of the pandemic, in areas such as Children in Care, Mental Health and Domestic Abuse.
121. As we continue to recover it remains unclear how the government intends to respond nationally to the overall cost of the response and recovery of the crisis. However, as we move further into recovery and the potential for local lockdowns/second wave and the closure of the furlough scheme, it is likely that our communities and our economy may require more of our support than previously. Government have indicated that The Spending Review will address these issues. The Spending Review is expected to be announced in the late Autumn.
122. Lost income from council tax and business rates is a major concern. Indications so far are that MHCLG are considering a similar scheme to that introduced to reimburse councils for lost income from sales, fees and charges but no decisions have been made at this stage. Given the importance of these income streams for council services, particularly care services, it is imperative that for future years the government provides financial support for any losses in council tax and business rates collections.

123. The work of the whole SCC as part of 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 is further progressed.
124. As we further manage the recovery process through the autumn 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.
125. 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**

126. There is a risk that COVID-19 may re-emerge, and this will impact recovery timescales, dependent on the nature and scale of the outbreak, and whether this results in local or national lockdowns. Planning for a second wave of COVID-19 has been completed and a paper detailing the updated approaches to business continuity was discussed at SLT on 10<sup>th</sup> August.
127. There is a risk that unpredictable and immediate class/year group closures in schools may significantly impact upon the workforce as a whole resulting in unscheduled absences and potential backlogs of work. It may also increase the workload for SCC education workforce, resulting in other operational work being delayed and with potential additional resources being required to meet demand.
128. The risk to SCC's finances and MTFs remains, as the costs of recovery and potential of further outbreaks are currently unknown, linked to unknown increased demand, future funds and funding settlements from central government.
129. There is a risk that the response and recovery of individual partners may inadvertently negatively impact the SCC's plans.
130. There is a risk that individual partners recover in silos, reducing the likelihood of improved future public sector provision.
131. There is a risk that SCC does not take the learning from the response and recovery to date, and transformation programmes are limited as a result.
132. There is a wider social impact risk from COVID-19 on residents' individual finances and mental health, which may mean SCC will have to intervene more actively to support our residents and wider communities.

### **Continued Leadership and Management of Recovery**

133. The agreed PRG objectives are:



- a. To ensure co-ordination, appropriate challenge, support and assurance to SCC'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 impact on SCC from responding to and recovering from COVID-19 including direct expenditure, MTFS savings foregone and income lost due to impacts on the wider economy.
134. The PRG met weekly through May and June, to deliver against these objectives, and has been meeting fortnightly since July, based upon need, as day to day management of recovery is governed through business areas.
135. Given the significant progress to date and acknowledging both the length of time we can reasonably expect recovery to take and the existing governance structures used to monitor delivery against plans, it is proposed to stand down the PRG and manage recovery through business as usual channels.
136. Recovery Groups within Directorates will remain for as long as coordination of activity is required and be managed through the existing governance structures. Decisions which require escalation will be taken to SLT as usual.
137. Data monitoring will continue through the Insight Team as part of the Local Outbreak Plan.
138. A small planning and recovery team led by the Director for Corporate Services will continue to meet regularly to coordinate any SCC-wide recovery required.
139. The partnership Recovery Coordinating Group (RCG) remains scheduled to meet every two weeks, meeting only if there is something specific to discuss. It will remain in operation for as long as the Staffordshire Resilience Forum, advised by the RCG, considers it necessary.

## **Legal Implications**

140. There are no specific legal implications to report at this stage.

## **List of Background Documents/Appendices:**

Community Impact Assessment – Summary Document

### **Contact Details**

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# Community Impact Assessment

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

**Project Sponsor (if applicable):**

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

**Project Manager (if applicable) or Lead:** Deborah Sullivan, Senior Project Manager

**Date:** 24 September 2020



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## **Community Impact Assessment – COVID-19 Recovery Approach:**

### **1. Introduction:**

- 1.1. This is a CIA on Staffordshire County Council's **approach to the planning and recovery from COVID-19**. It builds upon an initial outline CIA produced in June 2020 which considered high-level impacts of COVID-19 on our communities, the economy and organisation.
- 1.2. The recovery process will take an extended period, and as such this CIA will be updated in line with Cabinet decisions and updates where appropriate. It will also be appropriate for separate individual CIAs to be produced when substantial proposals are made.

### **2. COVID-19 – Overview:**

- 2.1. Coronavirus COVID-19 continues to circulate around the world and in the UK. As of 22<sup>nd</sup> September, there have been over 403,000 confirmed cases and 41,825 deaths in the UK.
- 2.2. Whilst the UK has emerged from the 'lockdown' imposed at the end of March 2020, COVID-19 continues to circulate across the country. COVID-19 is likely to be with us for a prolonged period of time, as such it is essential that we limit the spread of the infection so that we can enable both our residents and economy to recover from the wide-ranging impacts of the pandemic
- 2.3. Staffordshire is responding well to the early identification and containment of local outbreaks. We continue to deal with a steady stream of incidents, related to adult care settings, education settings, businesses and communities. In recent months, Staffordshire has dealt with a number of significant outbreaks, including Stone, Newcastle and Tamworth, and elevated levels of infections in parts of Burton.

### **3. Summary of Engagement**

- 3.1. At the heart of all our recovery plans and activities is considering and understanding the impacts of COVID-19 on our residents and communities. During August and September 2020, we undertook a COVID-19 Residents' Survey to understand how the pandemic has affected the people of Staffordshire and their views on priorities for recovery. We received 3,775 responses to the survey which is the largest response to a cross-cutting survey in some time.

- 3.2. Initial findings show that almost two thirds (63%) experienced an overall negative impact on life, compared with 12% who reported a positive impact.
  - 3.2.1. The overall negative impacts experienced include not seeing friends and family, being unable to travel and being worried about friends and family.
  - 3.2.2. Those with disabilities / long-term medical conditions are less likely to have experienced the positive impacts reported in the survey (e.g. spending more time outdoors and / or with immediate family).
  - 3.2.3. Some of the greatest concerns looking forward include the recovery of the local economy, the impact on the environment / climate, mental health and wellbeing, and access to health care.
- 3.3. A full analysis of these findings is underway and will be brought back to Cabinet for a discussion in late October.

#### **4. Emerging Recommendations**

- 4.1. Based on the assessment below, this CIA makes the following overarching recommendations in order to support the recovery process:
  - Feed results of survey into recovery plans, and also into our business planning for 2021/22
  - Take forward the mitigations set out in this CIA
  - Ensure all contingency planning is updated in the event of a second wave
  - As recovery shifts and where significant changes to services occur, produce individual CIAs as necessary

**Public Sector Equality Duty (PSED)** – Use this section to identify if the proposal will impact on our legal obligations under the Equality Act 2010 for both residents and staff. In summary, those subject to the general equality duty must have due regard to the need to: Eliminate unlawful discrimination, harassment and victimisation, advance equality of opportunity between different groups and foster good relations between different groups.

Please consider:

- Who is currently using the service, across the protected characteristics?
- What do we know about their experiences and outcomes?
- What relevant information is available from the Census and population trends data?
- What were the findings of the engagement/consultation?
- Is there any relevant national, regional and/or local sources of research/evidence available?
- Is there any relevant information from partners or voluntary, community, social enterprise organisations?
- What is the analysis of the impact on those with relevant protected characteristics?

Protected Characteristics:	Which groups will be affected	Benefits	Risks	Mitigations / Recommendations
<ul style="list-style-type: none"> <li>• Race</li> </ul>	All	People of all ethnicities will benefit from the recovery of Council services and assets.	<ul style="list-style-type: none"> <li>• BME communities are overrepresented in cases and impacts of Covid-19. If services are opened without the right safety measures this may have a greater impact on BME communities.</li> <li>• BME communities that access services that have not yet been recovered could potentially be impacted.</li> <li>• BME communities who are normally in receipt of Targeted Early Year / Families Programmes or Early Years Core Offer services may be disadvantaged until these are reopened.</li> <li>• BME staff who work on the frontline</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to ensure the implications of BME community are considered in the redesign of all services as part of recovery.</li> <li>• Ensure all Covid-19 safety measures are in place in Council buildings and risk assessments undertaken.</li> <li>• Endeavour to communicate all safety guidance and changes to services in an accessible way to residents who do not have English as their first language where possible.</li> <li>• Provide an accessible virtual offer of support where possible in the absence of services still to be recovered to BME communities.</li> </ul>

				<ul style="list-style-type: none"> <li>• Ensure any funding / capacity building / marketplace development for communities relating to Covid-19 considers groups that support BME communities.</li> <li>• Ensure the refreshed delivery plan for Supportive Communities considers the BME community</li> <li>• When dealing with local outbreaks with higher proportions of BME people ensure any additional support is provided.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Disability</b></li> </ul>	<p>All (in particular people over 70 with long-term conditions)</p>	<p>People with disabilities will benefit from the recovery of Council services and assets.</p>	<ul style="list-style-type: none"> <li>• People with disabilities are potentially at greater risk from COVID-19.</li> <li>• New safety measures may make it more difficult for people with disabilities to access services.</li> <li>• People with disabilities may not be able to access the new safety guidance for attendance at newly reopened community assets.</li> <li>• If accessible toilets are not able to open in community assets, this will have an impact on people with disabilities.</li> <li>• There is a limited care market for children with a disability, this market has become more fragile with COVID-19</li> <li>• National research shows that disabled people are more likely to be digitally excluded. Due to</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to ensure the implications of disabled people are considered in the redesign of all services as part of recovery.</li> <li>• Ensure all Covid-19 safety measures are in place in community assets</li> <li>• Consider the impact of new Covid-19 safety measures on people with disabilities and make adaptations for people with disabilities where possible.</li> <li>• Endeavour to communicate all safety guidance and changes to services in an accessible way to people with disabilities, such as visual impairment or learning disabilities.</li> </ul>

			<p>Covid-19 safety measures, restrictions on access to computers and digital support in libraries while services are recovered may have an impact on digital exclusion.</p> <ul style="list-style-type: none"> <li>• Young people with Special Educational Needs or Disabilities (SEND) and their families may also be affected by the impact on schools and support services, changes to support and potentially increased demand on services need to be mitigated as plans develop.</li> <li>• People with sensory disabilities may be affected by changes in service provision if this does not consider accessibility requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Until computer access in libraries is restored to normal levels, support any work that may take place corporately / with partners to reduce digital exclusion during Covid-19.</li> <li>• Endeavour to communicate clearly any changes in availability of accessible facilities (e.g. toilets, ramps etc).</li> <li>• Ensure any funding / capacity building / marketplace development for communities relating to Covid-19 considers groups that support people with disabilities.</li> <li>• Ensure social distancing features and additional street furniture to assist Town Centre recovery is in accordance with guidance for those with mobility or sight impairments.</li> <li>• Engage with schools to address specific issues and to communicate effectively with parents and carers.</li> <li>• Developing new ways of providing support to in-house learning disability provider services in the context of enhanced requirements for hygiene and social distancing, including the use</li> </ul>
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				<p>of remote electronic interactions.</p> <ul style="list-style-type: none"> <li>• Ensure we continue to monitor demand and ensure resource is prioritised.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Sex</b></li> </ul>	All	People of all genders will benefit from the recovery of Council services and assets.	<ul style="list-style-type: none"> <li>• While both genders are affected by COVID-19, early evidence nationally shows men are more likely to be affected more severely by COVID-19. This may impact on recovery or changes to services that support a higher number of males than females (e.g. drug and alcohol support).</li> <li>• Changes to services / support that is used by a higher number of women (e.g. children's centres, domestic abuse support) could also potentially impact women.</li> <li>• Services that support each sex that are usually provided in community assets (e.g. mother's support groups, breastfeeding support groups etc) may not be as accessible until all services are fully recovered (such as the Early Years Core Offer).</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that a virtual IAG / outreach offer is available where possible to support men and women where services are no longer available.</li> <li>• Communicate any changes to specific sex-based support.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Age</b></li> </ul>	All (in particular older people, including those with long-term conditions, and children and young people).	People of all ages will benefit from the recovery of Council services and assets.	<ul style="list-style-type: none"> <li>• Older people are at greater risk from COVID-19 as well as wider implications of lockdown (e.g. social isolation, loneliness etc).</li> <li>• Younger people also have specific risks associated with COVID-19, including the impact of lockdown on vulnerable</li> </ul>	<ul style="list-style-type: none"> <li>• Consider the impact of new Covid-19 safety measures on both older people and young people and make adaptations for where possible.</li> <li>• Endeavour to communicate all safety guidance and changes to services to people</li> </ul>

			<p>families and the longer-term impact of social isolation on young people, their education and mental / physical health.</p> <ul style="list-style-type: none"> <li>• Young people with Special Educational Needs or Disabilities (SEND) and their families may also be affected by the impact on schools and support services.</li> <li>• Young people going back to school may be affected by mental health issues</li> <li>• Any changes to support during recovery as a result of COVID-19 (e.g. how we support people in Care Homes, how we meet potentially increased demand on services for both older people and children and families) may result in different risks for both older people and younger people.</li> <li>• With the cessation of services for young people and families during Covid-19, there are key developmental leaps that have been missed and this may lead to more antisocial behaviour on their return.</li> <li>• There is also an increased risk to young children who have largely been hidden from services meaning that there may be a heightened risk to their safety.</li> <li>• Specific services / support for both older people and young people that are usually provided</li> </ul>	<p>through a variety of mediums to ensure accessibility where possible, especially for those digitally excluded.</p> <ul style="list-style-type: none"> <li>• Until computer access in libraries is restored to normal levels, support any work that may take place corporately / with partners to reduce digital exclusion during Covid-19.</li> <li>• Ensure any funding / capacity building support for VCSE and communities groups relating to Covid-19 considers groups that support both older people and younger people.</li> <li>• Engage with schools to address specific issues and to communicate effectively with parents and carers.</li> <li>• Ensure the refreshed delivery plan for Supportive Communities considers older people</li> <li>• Changes to support and potentially increased demand on services for both older people and children and families need to be mitigated as plans develop</li> </ul>
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			<p>in libraries and children’s centres (e.g. educational support, support for families with children, social events for older people etc) or employability and skills activities targeted at 16-18 year olds may not be as accessible until all services are fully recovered and social distancing is being observed. This may have a negative impact on social isolation, mental health and educational outcomes.</p> <ul style="list-style-type: none"> <li>• National research shows that older people are more likely to be digitally excluded. Due to Covid-19 safety measures, restrictions on access to computers and digital support in libraries while services are recovered may have an impact on digital exclusion.</li> <li>• If toilets are not able to open in certain facilities, this may impact on older people / young children.</li> </ul>	
<ul style="list-style-type: none"> <li>• <b>Religion or Belief</b></li> </ul>	<p>All</p>	<p>People of all religions and beliefs will benefit from the recovery of Council services and assets.</p>	<ul style="list-style-type: none"> <li>• Any changes to services during recovery as a result of Covid-19 may result in specific risks for people of different faiths.</li> <li>• There may also be specific implications for staff of different faiths in returning to places of work or being supported to work flexibly.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure all Covid-19 safety measures are in place in community assets.</li> <li>• Consider the impact of new Covid-19 safety measures on different faiths and make adaptations for where possible.</li> <li>• Support staff of different faiths with the Covid-19</li> </ul>

				safety measures where necessary.
<ul style="list-style-type: none"> <li><b>Gender Reassignment</b></li> </ul>	All	People who have undergone gender reassignment or are transitioning will benefit from the recovery of Council services and assets.	<ul style="list-style-type: none"> <li>People who have undergone gender reassignment or are transitioning are potentially at greater risk of physical and mental health issues due to less support being available during COVID-19 response.</li> <li>Any changes to services during recovery as a result of COVID-19, (particularly across Public Health) may result in risks for this community.</li> </ul>	<ul style="list-style-type: none"> <li>Provide an accessible virtual offer of support where possible in the absence of mental health services still to be recovered</li> <li>Ensure any funding / capacity building support for communities / marketplace development relating to Covid-19 considers groups that support people who have/are transitioning</li> </ul>
<ul style="list-style-type: none"> <li><b>Sexual Orientation</b></li> </ul>	All	People of all sexual orientations will benefit from the recovery of Council services and assets	<ul style="list-style-type: none"> <li>LGBT communities are potentially at greater risk of physical and mental health issues due to less support being available during COVID-19 response.</li> <li>Any changes to services during recovery as a result of COVID-19, (particularly across Public Health) may result in risks for the LGBT community.</li> </ul>	<ul style="list-style-type: none"> <li>Provide an accessible virtual offer of support where possible in the absence of mental health services still to be recovered</li> <li>Ensure any funding / capacity building support for communities / marketplace development relating to Covid-19 considers groups that support LGBT</li> </ul>
<ul style="list-style-type: none"> <li><b>Pregnancy and Maternity</b></li> </ul>	All	Pregnant women will benefit from the recovery of Council services and assets	<ul style="list-style-type: none"> <li>Services that support pregnant women that are usually provided in libraries and children's centres (e.g. mother's support groups, breastfeeding support groups etc) may not be as accessible until all services are fully recovered (such as the Early Years Core Offer).</li> </ul>	<ul style="list-style-type: none"> <li>Continue to ensure the implications of pregnancy and maternity are considered in the redesign of all services as part of recovery.</li> <li>Ensure all Covid-19 safety measures are in place in community assets.</li> </ul>

			<ul style="list-style-type: none"> <li>If toilets / baby changing facilities are not able to open in certain facilities, this may have an impact on pregnant women or women who have recently given birth.</li> </ul>	<ul style="list-style-type: none"> <li>Consider the impact of new Covid-19 safety measures on pregnancy and maternity and make adaptations where possible.</li> <li>Ensure that a virtual IAG / outreach offer is available where possible to support pregnant women where services are no longer available.</li> <li>Communicate any changes to specific facilities for pregnant women / new mothers.</li> </ul>
<ul style="list-style-type: none"> <li><b>Marriage and Civil Partnership</b></li> </ul>	All	The recovery of Council services and assets will benefit marriages and civil partnerships where appropriate.	<ul style="list-style-type: none"> <li>No specific issues have been identified for Marriage and Civil Partnerships</li> </ul>	N / A
<ul style="list-style-type: none"> <li><b>Impact on SCC Staff</b></li> </ul>	All (in particular staff working in front-line roles and community assets or who have pre-existing conditions).	The recovery of Council services and assets will allow staff to return to Council buildings where appropriate and safe to do so.	<ul style="list-style-type: none"> <li>As SCC services and support are recovered, there may be risks for individual members of staff who have protected characteristics or are vulnerable.</li> <li>There are risks to mental well-being and isolation for some staff due to increased and continued home working</li> <li>These risks are likely to be more severe for staff that work in front-line / public facing roles and who work for the wider care sector.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure all Covid-19 safety measures are in place in community assets and Council buildings.</li> <li>Consider the impact of new Covid-19 safety measures on different cohorts of staff, in particular, those with protected characteristics or are at increased risk.</li> <li>Ensure all staff in front line services have access to appropriate hygiene products, PPE and guidance on new</li> </ul>

			<ul style="list-style-type: none"> <li>• Some staff (particularly those with disabilities) may be at risk of being disadvantaged by increased flexible / home working.</li> <li>• Some staff are disproportionately being pulled into the Covid-19 response risking increased stress levels and long working hours.</li> </ul>	<p>safety measures as necessary.</p> <ul style="list-style-type: none"> <li>• Regularly engage with staff to identify any additional support requirements as services open.</li> <li>• Using Do It ICount for the continued Covid-19 response to ensure that staff are only deployed where suitable and are not overworked</li> <li>• Ensure staff are made aware of internal and external mental health support e.g. ThinkWell</li> <li>• Ensure SLT monitor and manage capacity/workload within teams who are responding to Covid-19</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Communities / localities</b></li> </ul>	<p>Districts with higher proportion of older people.</p> <p>Districts with higher levels of deprivation and unemployment.</p>	<p>The recovery of Community assets and services has taken place in each district, and will allow communities to access more support services, leisure and cultural activities.</p>	<ul style="list-style-type: none"> <li>• Districts / boroughs with older age profiles (e.g. South Staffordshire, Lichfield), may be more at risk from COVID-19 during recovery.</li> <li>• 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).</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure all Covid-19 safety measures are in place in community assets, services and schools.</li> <li>• Monitor cases / outbreaks locally and impact of any increases on newly reopened community assets, services and schools.</li> <li>• Provide capacity building support for the VCSE sector affected by Covid-19 through the Communities Delivery Plan. This will include the VCSE Strategic Capacity Building Partnership, Do-It</li> </ul>

			<ul style="list-style-type: none"> <li>• As of 9<sup>th</sup> August 2020, Newcastle-under-Lyme and East Staffordshire are the two districts with both the highest cumulative number of cases and cumulative rate per 100,000 population. There have been outbreak controls put in place in East Staffs, Tamworth, Stafford.</li> <li>• The VCSE sector and small businesses has supported communities during Covid-19. However, the sector and associated marketplaces (e.g. care) is potentially at risk of being less sustainable if recovery plans don't consider support / the capacity of the VCSE.</li> <li>• Schools reopening could have impact on wider community in terms of risks to vulnerable residents</li> </ul>	<p>Staffordshire, Covid-19 fund etc.</p> <ul style="list-style-type: none"> <li>• Support small businesses that play a key role e.g. care and community support</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Economy</b></li> </ul>	<p>Districts with higher levels of deprivation and unemployment.</p> <p>Local businesses and skills providers</p>	<p>The recovery of Council services and assets will allow SCC to provide greater levels of support for employment, skills, infrastructure and businesses and will aid the economy</p> <p>Supporting the recovery of town centres and enabling social distancing on</p>	<ul style="list-style-type: none"> <li>• Some communities in Staffordshire are likely to be more impacted than others 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).</li> <li>• Business sectors that are at risk following COVID-19 include retail, wholesale, and manufacturing.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify financial implications arising for skills provider's economic viability - longer-term impact is not expected to become clear until the autumn</li> </ul>

		<p>the highway network will support communities and economic recovery</p>	<p>Communities that are most reliant on these areas of business (such as Staffs Moorlands and Tamworth) will potentially see a higher level of impact.</p> <ul style="list-style-type: none"> <li>• Economic viability of skills providers is at risk</li> </ul>	
<ul style="list-style-type: none"> <li>• <b>Environment</b></li> </ul>	<p>All</p>	<p>The recovery of Council services and assets will allow greater support for countryside and green spaces.</p> <p>The re-opening of Country Parks will allow more residents to access open spaces</p>	<ul style="list-style-type: none"> <li>• COVID-19 and the resulting lockdown has resulted in improvements to the environment (lower emissions etc) - The recovery of services and support along with the reduction in lockdown measures could risk this progress for the environment being lost.</li> <li>• SCC are still awaiting changes in Government guidance in order to restore volunteering on the Rights of Way network. This cannot be achieved safely within the current guidance. The service depends heavily on volunteers, so this is a significant constraint to delivery.</li> <li>• Reallocation of road space for retail activities and walking and cycling provision may impact on access for those with mobility and/or sight impairments.</li> </ul>	<ul style="list-style-type: none"> <li>• All recovery plans consider further the implications for the environment as they develop.</li> <li>• As waste services are fully recovered consider impacts of any further lockdowns</li> <li>• Ensure all Covid-19 safety measures are in place where possible across Country Parks and Rights of Way network.</li> <li>• Ensure any changes in guidance are communicated to residents / volunteers in an accessible way.</li> <li>• Ensure social distancing features and additional street furniture is in accordance with guidance for disabilities</li> </ul>



## Cabinet Meeting on Wednesday 21 October 2020

### Integrated Performance Report - Quarter 2, 2020/21



**Cllr Alan White, Leader of the Council said,**

“Throughout the pandemic we have continued to support those who need us most, including the care sector, vulnerable families and local businesses.

We continue to do what we can and spend what is needed to control the virus, but we still need longer-term help from the Government to face issues such as funding adult social care and children’s and family services. This year, before the pandemic began, two-thirds of the council’s annual budget was allocated to providing to those two areas, but we see that costs continue to increase. We need the Government to work with us in finding a long-term sustainable solution.

We continue to support the care sector through the pandemic. By mid-August more than 3 million items of personal protective equipment (PPE) have been delivered to front line care staff. This has helped ensure every care home and care provider in Staffordshire has what it needs to care for the most vulnerable.

Ongoing work with schools throughout the summer has also helped ensure their safe opening for the new term with 92% of children in attendance during the first week. We will continue to work closely with schools and childcare providers to ensure education provision remains open as part of managing any local outbreaks.

We continue our efforts to control the spread of the virus. Our COVID-19 Local Outbreak Control Plan continues to help contain local outbreaks. Preparations are now also underway for winter planning, with additional capacity being secured to deal with the increase in extra cases and potential second wave.

We have a huge amount of work to do to control Coronavirus and deal with the immediate economic and social consequences of this Spring’s lockdown and the ongoing restrictions on our lives. In the longer term I am confident that we can overcome this, but for now, we must all do our bit and follow the official advice to help reduce the spread of the virus.”



**Cllr Mike Sutherland, Cabinet Member for Finance and Resources said,**

“Coping with the COVID-19 pandemic continues to put extra pressures on our finances, but we continue to manage them effectively and we will do what is needed and spend what is required.

At the end of Quarter 2, the overall assessment of our performance and financial position is amber with particular areas of risk in Adult Social Care and Children’s and Families. The latest revenue

forecast outturn shows a forecast overspend of £1.809m (0.3%) which is mostly due to the pandemic.

For Families & Communities there is a forecast overspend of £0.875m, a decrease of £1.7m since Quarter 1.

We are forecasting an overspend of just under £2m, mostly due to the effects of COVID-19. We have received extra government grant, which is welcome, but it is still a bit short compared to the overall financial impact this year. The financial impact of the pandemic in future years remains a serious concern.

By keeping our finances in a strong position, we will be able to invest in reigniting and renewing the economy through investment in skills and training and supporting businesses to adjust to a post COVID-19 world.

We will continue to manage all our finances effectively and to ensure we provide good value for money for local tax-payers.”

## **Report Summary:**

This quarterly Integrated Performance Report provides an overview of Staffordshire County Council's progress, performance and financial position in delivering against our Strategic Plan and Delivery Plan.

## **Recommendation(s)**

We recommend that:

- a. Cabinet notes and challenges performance and advises of any further information and/or action required.
- b. Cabinet approves the use of £0.384m of Contingency to fund part of the pay award as agreed, for 2020/21.

<b>Local Members Interest</b>
N/A

## Cabinet – Wednesday 21 October 2020

### Integrated Performance Report - Quarter 2, 2020/21

#### Recommendations of the Leader of the Council and the Cabinet Member for Finance and Resources

We recommend that:

- a. Cabinet notes and challenges performance and advises of any further information and/or action required.
- b. Cabinet approves the use of £0.384m of Contingency to fund part of the pay award as agreed, for 2020/21.

#### Report of the Director of Corporate Services

##### 1. Background

2. COVID-19 continues to have a significant impact both nationally and locally. All parts of Staffordshire County Council continue to progress work against their recovery priorities and wider service plans, considering the impact of the pandemic. This report provides a summary update on Quarter 2 key activities for each directorate area.
3. For further detail around the Council's approach to planning and recovery from COVID-19 please refer to Cabinet Paper "The Impact of COVID-19 on SCC Communities, Economy and Organisation – Update October 2020".

##### 4. Summary



5. At the end of Quarter 2, the overall assessment on the Council's performance and financial position is amber. Significant progress has been made in the recovery of services and the organisation, whilst there are some areas of risk in Adult Social Care and Families and Communities. Further details are included within this report and its appendices. The latest revenue forecast outturn shows a forecast overspend of £1.809m (0.3%). This is mostly due to the COVID-19 pandemic.

##### 6. Health and Care

7. Significant work has been underway in Health and Care's recovery of services and priorities.
8. The Council has developed and implemented a COVID-19 Local Outbreak Control Plan to facilitate the effective management of outbreaks. To date early identification and prompt action has helped contain several recent outbreaks, including Stone, Burton and Silverdale.



9. COVID-19 cases in Staffordshire have been rising, following the national trend. In the 7 days up to 8<sup>th</sup> October, there were 922 cases of COVID-19 in Staffordshire, a rate of 104.8 per 100,000 population. This is lower than the regional and national rates (109.8 and 141.1 respectively). Preparations are well underway for winter planning, with additional capacity being secured to deal with the increase in cases and incidents and potential second wave of COVID-19. Residents can keep up to date with the latest case figures in Staffordshire, including a district breakdown by clicking [here](#).
10. Building on the “Rule of Six”, a number of updates to national Coronavirus restrictions were announced on 22<sup>nd</sup> September in a bid to stop the spread of COVID-19. In parts of Burton the number of cases has been rising, with further restrictions in addition to the national guidance, which can be viewed [here](#).
11. The NHS COVID-19 app and QR check-in launched on 24<sup>th</sup> September in England and Wales. This means that certain premises, including council-run venues, will be legally required to display NHS QR code posters. The Council has been working closely with partners to make sure that venues across Staffordshire are prepared ahead of the roll-out. Staffordshire residents are now being urged to download the NHS COVID-19 app to aid effective contact tracing.
12. By mid-August more than 3 million items of personal protective equipment (PPE) have been delivered by the Council to front line care staff, social workers and other roles in direct contact. This has helped ensure every care home and care provider in Staffordshire has what it needs to care for the most vulnerable. Ongoing work to source further PPE supplies continues, in the event of future outbreaks causing further shortages.
13. During the height of the pandemic the creation of a shortened assessment for care and support was introduced, which led to a backlog of Care Act assessments and reviews. During this quarter, significant progress has led to all backlogs now being cleared.
14. However, in the adults’ safeguarding service an increase in its waiting list is currently being experienced, largely due to increased demand and reduced capacity. In response to this, plans have been put in place for Adult Social Care teams to prioritise the work for completion, whilst ongoing transformation work is seeking to identify future capacity requirements.
15. The Council’s Supportive Communities programme continues to be expanded as a result of the rise of volunteering and community action during the pandemic. Staffordshire County Council and Support Staffordshire joined forces to develop and implement a digital solution for community volunteering, called ‘Do It-Staffordshire’. This was launched in August and by the end of September over 500 volunteers had signed up to the site, with the aim of achieving 1,000 by the end of October 2020.
16. The Council’s Public Health & Prevention Strategy has also been refreshed, with a £750,000 investment programme agreed to mitigate the ongoing public health risks from COVID-19, such as obesity, mental ill health and addiction. Initial

investment will focus on delivering a newly launched #DoingOurBit Community Grant fund, expansion of stop smoking service for up to an additional 1,500 residents and the launch of a new workplace health scheme.

17. Ensuring care market resilience has continued to be a key part of recovery operations. The Council provides ongoing support to care providers with infection prevention and control to help prevent and manage outbreaks. Furthermore, a review of future care market capacity has commenced to better understand the requirements of the care sector in the context of COVID-19. Alternative models to building based day services and replacement care have also been trialled, where appropriate.
18. Within the service much work has been done to embrace the learning from the Council's response to the pandemic. More agile and flexible working practices has been required, with virtual social work practice now being embedded where appropriate. In particular, video and telephone social care assessments and reviews routinely continue to help prevent the spread of infection to vulnerable people. Other improved ways of working include the extension of the First Contact role in completing assessments quickly and effectively.
19. Further work is planned to resume pre-COVID work, such as delivery against the targeted reviews programme to ensure people continue to receive the appropriate level of support. In addition, work is underway with NHS colleagues to improve the urgent care pathway by identifying the right hospital discharge options for people, whilst maximising the opportunities offered from assistive technology and growing community capacity.
20. From a Finance perspective, the Health and Care forecast outturn at Quarter 2 is a saving of £0.878m. There remains a range of high risk Medium-Term Financial Strategy (MTFS) savings within this area, with the directorate seeking alternative savings where necessary. In addition, the level of client debt is above target and work is ongoing to recover this. The forecast financial impact of COVID-19 for the directorate is £26.385m. The longer-term financial impact of COVID-19 is not yet clear but will undoubtedly affect the MTFS in future years.

## 21. Families and Communities



22. Both recovery and day to day service activity continue to take place across the service. Ongoing work with schools has helped ensure the safe opening of schools into the summer and to prepare for a full re-opening to all pupils in September, with 92% of children in attendance during the first week. Moving forwards a key focus of our activity will be to work with schools and childcare providers to ensure education provision remains open, as part of managing any local outbreaks.
23. Funding from Department for Education has been awarded, up to £469,000, to place social workers in schools, as part of a trial scheme to embed social work practice within these settings. This will help social workers in the early identification of risks and ability to offer support to young people and families. Staffordshire is

one of just 21 local authorities selected for the extended national trial, which will run from September until summer 2021.

24. Work has also continued to implement an Emotional Wellbeing in Schools programme. The Department for Education (DfE) and Department of Health and Social Care (DHSC) have funded approximately £180,000 to support schools with the emotional impact of COVID-19. Funding is being used to better equip schools and colleges to promote emotional wellbeing, including delivery of appropriate training and ongoing advice and support.
25. In September 2020, the number of Staffordshire Children in our Care increased slightly to 1,250 from 1,246 in July 2020. This increase is partially due to court delays caused by COVID-19. The current rate is 74 per 10,000, higher than the national benchmark (65 per 10,000 in 2019) but lower than regional (83.6 per 10,000 at end of June). The number of children subject of a Child Protection Plan is 700 and has remained relatively stable for the previous 9 months, with a current rate of 41 per 10,000. This is in line with the most recent national benchmark (41 per 10,000 in 2019) and lower than the regional rate (47.9 per 10,000 at the end of March).
26. Work on transforming the Children's system has restarted, specifically the development of a proposed district model and pathways and processes for support. The SEND transformation has been considered a priority and therefore continued throughout the pandemic. Governance arrangements have been revised, with the creation of a new countywide Inclusion and SEND Partnership Group, who met for the first time in August, to oversee and shape this area of work. SEND public engagement restarted in the summer, using online methods, with public consultation planned for the Autumn. Findings will be used to inform the development of a Staffordshire SEND strategy. A full progress report is being considered by Cabinet in November 2020.
27. Furthermore, considerable progress has been made to address the timeliness and backlog of Education, Health and Care Plans (EHCPs). Dedicated resource, improved data reporting and adjustments to processes has resulted in 70% of the EHCP backlog being cleared. This has led to 33% of all EHC Plans being issued within 20 weeks, up from 13% in January 2020. Improvements in timeliness can also be seen for the issuing of new EHCPs, with 86% of plans completed within the 20-week timescale.
28. During 21<sup>st</sup> to 25<sup>th</sup> September Private Fostering Week was held, highlighting the vital support available to private foster carers in Staffordshire, as part of our role in helping to keep children safe. This support ranges from advice and support for parents, training, benefits advice and helping to bring families in crisis back together.
29. Children's Centres have recommenced childcare provision, including resuming Family Time as a key priority for supporting Children in our Care. The creation of Family Hubs in each District is providing much needed additional support, including working with partners to deliver over 4,000 survival kits to families most in need. In

addition, the Hubs have helped administer the £800,00 Defra Emergency Food Scheme to ensure families in need have access to food supplies.

30. Following the easing of lockdown restrictions, key community assets have begun to reopen across the county. Archives and Heritage services and all countryside sites and car parks have fully reopened. All 43 libraries have also reopened, and a reduced mobile library service is also operational. All Council managed libraries are offering PC access and managed browsing.
31. Despite COVID-19 restrictions, the Council's Library Service has also taken part in the annual Summer Reading Challenge aimed at children aged 4-11 years. At the start of September over 1,100 children across the county had signed up to the challenge. Staffordshire Archives and Heritage Service also launched a new project called 'Lockdown Memories', with the aim of creating a lasting record of people's experiences of the COVID-19 pandemic and lockdown.
32. In terms of the financial position at Quarter 2, for Families & Communities there is a forecast overspend of £0.875m, a decrease of £1.7m since Quarter 1. While the directorate continues to face pressures as a result of the non-delivery of prior year savings, at this time it is considered these can be mitigated through savings across service. In response to COVID-19 further overspends of £6.799m are forecast as a result of non-delivery of savings, as well as additional exceptional costs and lost income.

### **33. Economy, Infrastructure and Skills**

34. An immediate focus of recovery has been to maintain service delivery and provide support where required. As the easing of lockdown restrictions continue, much work has been done to monitor and adjust operational arrangements, for example House Waste Recycling Centres have returned customer service and visits to pre-COVID levels.
35. The Council has also worked closely with local District and Borough Councils across the county, assisting them with plans to safely re-open town centres for business. This joint working, alongside Staffordshire County Council's infrastructure planning, enables the Council to maximise the impact of available Government funding for Staffordshire.
36. The Council continues to support local businesses to survive, adapt and continue to operate as part of delivering its 5-year Economic Recovery, Renewal and Transformation Strategy.





37. Businesses across Staffordshire have continued to be supported by the Council and its partners through a range of targeted initiatives to mitigate the impact of COVID-19. Some specific examples include:

- Creation of a Redundancy and Recruitment Triage Service and County Wide Task Group to support businesses and individuals affected by large-scale redundancies. Potential demands on this service could increase as a result of furlough ending and a transition to the new Job Support Scheme.
- Emergency Grant Scheme funding has safeguarded 226 local businesses. Funding also helped micro-businesses with 1,700 PPE Start Back Packs to help restart with confidence.
- £360,000 fund for start-up businesses.

38. This support continues to be critical, with the latest out-of-work claimant figures standing at 5.1% of the local population, an increase from 4.9% or 1,015 claimants, between July 2020 and August 2020. Despite these increases claimant rates in Staffordshire remain lower than both the regional (7.4%) and national (6.6%) averages. The proportion of young claimants, aged 18-24, has increased from 3.7% in March 2020 to 8.3% in August 2020, with 'A Plan for Jobs 2020' initiatives such as the Kickstart Scheme being put in place to support Staffordshire's young people's employment prospects.

39. During Quarter 2 the Council successfully secured £10.85m investment from the Government's 'Getting Building Fund' for shovel ready and accelerated development projects, including off site access infrastructure to Drakelow Park, the delivery of the i54 Western Extension and the regeneration of Shire Hall in Stafford, among others.

40. Significant work has taken place to prepare for the full re-opening of Schools to all pupils in September. The Council's Active Travel team has worked with schools to produce 400 School Active Travel Plans to help manage congestion and safety. The Council has also successfully worked with operators to increase network capacity for those non-eligible pupils.

41. The Council's Skills Team has supported all local colleges, training providers and universities with plans to reopen safely in September, including a blended learning offer. A key positive this quarter is Keele University and Staffordshire University have both been shortlisted for the Times Higher Education Awards 2020, University of the Year category. The awards demonstrate the county's growing reputation as a prime location for innovation and investment.

42. In response to feedback from residents and Councillors a £2 million investment, on top of the £5 million already allocated by the Council, will be made to improving problem road drains, gully emptying, additional roadside grass cutting at the end of this summer and the start of the 2021 season, and more road sweeping and weed control. The Council will also be working with landowners, or taking direct action where necessary, to make improvements to problem ditches and overhanging trees that they have responsibility for. This investment will allow the

organisation to target some of the worst trouble spots and reduce the overall backlog.

43. Further work is planned to resume pre-COVID projects and programmes, such as Enterprise Centre expansion leading to more local jobs, mineral and waste site inspections, Farms Investment Programme and flood risk management programme, where access to sites has not been possible.
44. The financial position at Quarter 2 for Economy, Infrastructure and Skills is a forecast saving of £0.134m, which represents a reduction of £0.499m since Quarter 1. On top of this, the forecast financial impact of COVID-19 for the directorate is £4.684m, which is a reduction of £2.550m since Quarter 1.

#### 45. Corporate Services



46. Corporate Services is providing vital support to the Council's priority areas of recovery.

47. A significant amount of corporate support has been provided to Local Outbreak Control in the effective identification and management of outbreaks. Customer Services have completed over 1,500 local contact tracing calls to potential contacts of positive cases to help facilitate the containment of outbreaks. In addition, dedicated data and analytical support, has and continues to be core to spotting outbreaks and incidents early, to ensure action is taken to prevent the spread of the virus and protect residents. This includes the development and management of interactive dashboards that brings together a range of key COVID-19 datasets.

48. The Council's Registration Services has significantly amended their processes and methods of engagement as part of the response to COVID-19. Since mid-June, registration services have successfully addressed the backlog of birth registrations resulting from the national lockdown and accommodated approximately 1000 marriage ceremony moves to a future date. Face to face appointments are now also available across Staffordshire for both births and marriage preliminaries, with death registrations continuing to be carried out by telephone.
49. COVID-19 has also delivered new challenges that have required involvement from Legal Services. This service has directly supported the organisation's recovery priorities, alongside carrying out their usual business of supporting vulnerable children and adults and other legal proceedings.
50. In Corporate Services the financial position at Quarter 2 is a forecast saving of £0.372m, however there is a forecast overspend in HR, which is non-delivery of 2019/20 MTFS savings, offset by a saving in ICT and Business Support. The change from the breakeven position reported at Quarter 1 is largely due to vacancies in the Commercial and Property Teams. At Quarter 2 the impact of COVID-19 is £4.857m, representing an increase of £2.104m from Quarter 1. This significant increase in the forecast is PPE in preparation for local outbreaks and a potential second wave.

## 51. Strategic Plan Principles

52. Recovery plans that cut across all service areas is being led through recovery groups linked to the Council's Strategic Plan Principles – Communities, Digital, Workforce and Climate Change. A summary of progress against these is set out below.

### 53. Communities

54. To build on our Communities approach, a new £200,000 #DoingourBit Community Grants fund was launched in September and is available to all voluntary and community groups working with vulnerable residents, particularly older people and children and families. Individual grants will be awarded in November 2020.

55. As part of the Council's response to COVID-19 the county Councillors' Members Fund was refocused for 2020/21 to provide emergency support to communities. Following a successful first phase it was agreed to extend the fund for a second tranche, seeing a further investment of £2,000 per Member. As at 23<sup>rd</sup> September 2020, the total amount paid or currently being funded to community groups to support vulnerable residents and community recovery is £152,180.

56. In August the Council also launched its COVID-19 Resident Survey, encouraging all sections of the community to participate. Following closure of the survey on 13<sup>th</sup> September 2020, a total of 3,775 Staffordshire residents gave their views on the impact of the pandemic and priorities for recovery. Findings are being analysed and will be used to inform both the Council's recovery and business planning activities.

57. A key focus for this quarter has been to identify learning from our response to COVID-19, and how this can be sustained. A set of recommendations has now been developed and is being used to inform Council change programmes and a refresh of the Communities Delivery Plan for finalisation in November. The Communities Recovery Group continues to work with partners, members and the Communities Leadership Group to mitigate identified risks for communities as a result of COVID-19.

### 58. Digital

59. Despite COVID-19 challenges, the Council continues to develop an ambitious Digital Strategy and Programme of work for 2020/21 onwards. Significant progress has been made, working with colleagues and Cabinet Members, to reset the priorities and agree key projects for delivery. Both the Digital Strategy and Programme will be discussed and agreed by Cabinet in November 2020.

60. Digital has been a key element of the response to COVID-19, providing the Council with opportunities to transform its future operations. One example within Adult Social Care is the embedding of virtual social work practice. Remote working has also resulted in the rapid rollout of Microsoft Teams across the organisation, enabling the workforce to remain agile and flexible in their day to day work.

## 61. Climate Change

62. Key activities this quarter include the ongoing work of the Climate Change Working Group to agree and prioritise key climate change activities for the next 12 months, to inform an action plan for delivery across the Council.

63. Furthermore, a baseline organisational carbon assessment has recently been developed and finalised. This baseline is helping the Council to understand where it needs to target efforts, to inform a 5-year action plan to deliver carbon reductions.

64. The council has secured some national funding to help deliver the Council's Local Cycling and Walking Infrastructure Plan, with further funding opportunities coming up that could help to advance this agenda further and contribute to the carbon neutral agenda.

## 65. Workforce

66. As part of resetting the Council's People Strategy priorities, a key focus this quarter has been on the easing of lockdown and supporting the organisation respond to new ways of working. The Council launched its iManage offer to help manage capability and ongoing appraisals, as well as its digital learning platform, iLearn, to all employees.

67. Council buildings have been made COVID-19 secure and teams are being supported to return to the office where necessary. The HR function has also supported home working arrangements, with a recent survey of its employees generating over 1,400 responses on their views and experiences of remote working.

68. One positive outcome of the COVID-19 response has been a significant reduction in sickness absence levels, currently 10.68 days lost per employee (August 2020), representing a reduction of 10% from the same period last year. Long term absence still accounts for nearly three-quarters of all days lost. Of particular note is the reduction of psychological absences, currently 2.74 days lost per employee, a reduction of 18% from last year.

## List of Appendices:

1. Finance Quarter 2 Summary
2. Finance Quarter 2 Detailed Report
3. Corporate Checklist
4. Revenue Forecast Outturn 2020/21
5. Capital Forecast Outturn 2020/21
6. Financial Health Indicators 2020/21

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# Latest Financial Summary

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

The graphs and charts are compiled using quarter 2 forecast information.

The latest revenue forecast outturn shows an overspend of £1.8m (0.8%), compared to the overspend of £10.1m (1.9%) at quarter 1. Since the budget was set Covid 19 has become a global pandemic. Central Government have issued additional grant payments to support the additional pressures of continuing to provide vital services while protecting the workforce and local residents.

There has been use of £0.750m of the Exit and Transition Fund which was established in 2018/19.

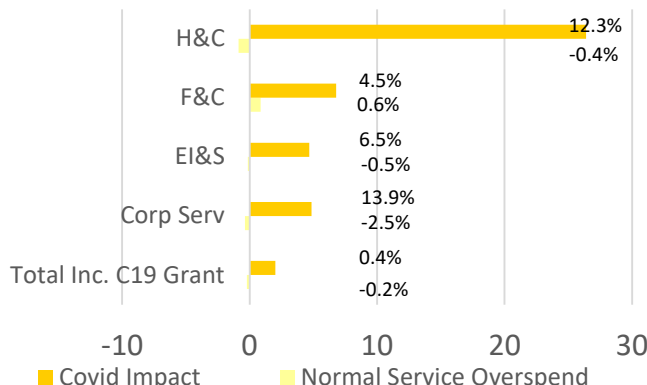
There is a forecast non-Covid overspend of £2.4m on Education Services. This is due to SEND Transport increasing costs and demand, due to increased use of single occupancy taxis.

Savings are categorised into confidence of delivery. There are £15.2m savings currently classified as Low confidence of delivery, of which £10.3m is due the impact of Covid 19, and the remaining are non-Covid related. We are only at the half way through the year, so this position will inevitably change as we move forwards. Some savings classified as low confidence include – Adult Social Care In House Services, Reduction in Looked After Children as a result of transformation and property rationalisation.

The latest capital outturn projection is £143m, compared to the quarter 1 position of £149m, an decrease of 4%. This projection is a fully funded position. This reduction is due to changes within Social Care projects due to Covid 19 as well as reprofiling of Basic Needs funding into future years. More detail is available within the report.

Within the national context, the retail price index is currently 0.5%, and the latest consumer price index is 0.2%. GDP is estimated to be a reduction of 20.4% in the three months to June 2020. Current unemployment figures show Staffordshire benefit claimant rate remains below that of the West Midlands and Great Britain.

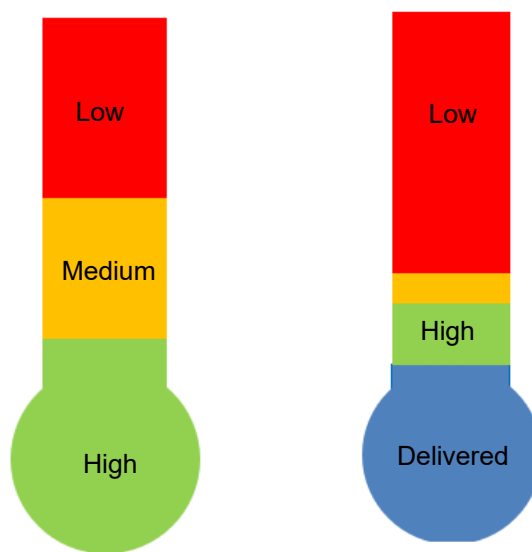
## Revenue Budget Variance



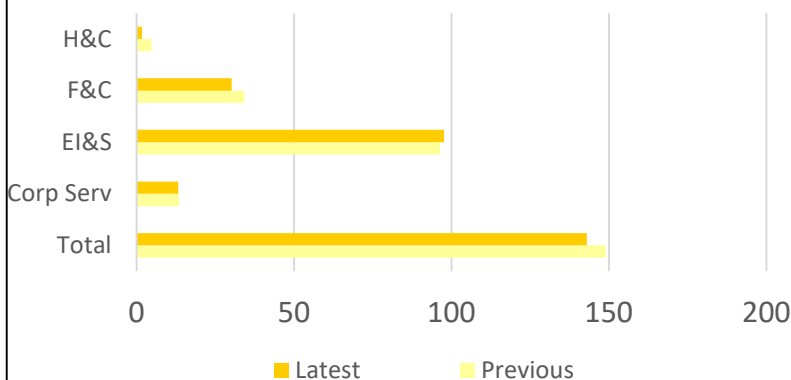
## Savings Tracker – Target £28.079m

Quarter 1 - £28.079m

Quarter 2 - £28.079m



## Capital Programme







### Introduction

#### Revenue Forecast

1. The latest revenue forecast outturn (as provided in appendix 4) shows a forecast overspend of £1.809m (0.3%). This is mostly due to the COVID-19 pandemic.
2. Since the 2020/21 budget was set, Covid 19 has become a global pandemic requiring a combined response from public sector services and which is also having a severe impact on the economy. Central Government has issued two payments of general grant to local authorities, totalling £42.9m, in order to support the additional pressures of continuing to provide vital services during the pandemic while protecting both workforce and local residents.
3. The table below sets out the current forecast of additional costs relating to the pandemic, plus lost income and delayed savings caused by the crisis. This can be mostly funded by the government grant provided; however, this is not enough and a gap of £2.0m is likely to remain.

	£m
Additional Costs	31.054
Lost income	2.872
Delayed savings	10.336
Grant funding	(42.244)
Shortfall	2.018

*There was £0.680m of costs incurred in 2019/20 which has been funded in total from the grant.*

4. The forecast spend in the table above could change significantly if there is a 'second wave' of the virus and the County Council may have to divert resources into dealing with the crisis, as previously. If this situation occurs then the £2m shortfall in the grant could increase.
5. Taking this grant shortfall into account, plus some pressures and savings resulting from normal service activity results in the current forecast overspend of £1.059m. In addition, there is a great deal of uncertainty regarding future funding levels which taken together mean that services must continue to follow

## Appendix 2 – Quarter 2 Finance Report

the '£ in, £ out' principle and find mitigating savings wherever possible and aim to live within their allocated budgets for 2020/21.

6. The following paragraphs consider the key financial issues in each of the council's portfolios.
7. **Health and Care** **Covid impact - £26.385m**  
**Normal service forecast – £0.878m saving**
8. *Adults Social Care & Safeguarding* *Covid impact - £45,000*  
*Normal service forecast – £0.794m saving*
9. The forecast for the service is a saving of £0.794m. Covid related costs are forecast to be £45,000.
10. The restructure of the Adults Learning Disability Team (ALDT) was completed last year. There have been a number of vacancies in the new teams in the first half of the year which has led to a forecast saving of £0.599m. These vacancies are expected to be filled in the second half of the year. The £0.3m MTFS saving for the team is still expected to be delivered in full.
11. A new Section 75 agreement for Mental Health South has been agreed for the year and it is forecast that the service will breakeven. There is now a forecast saving on the Mental Health North Team of £0.205m arising from savings on the amount of agency staff used to deliver the service. It is forecast that the MTFS saving of £0.1m for the Mental Health North team will be delivered in full.
12. There is a forecast overspend of £0.591m in the Learning Disability In-House Residential services due to the vacancy factor build into the budget which is not being met so far this year. There is also a small overspend of £49,000 forecast for the Specialised Day Opportunity Service due to vacancy factor not being fully met. Additional cost from the temporary operating model for these services are being funded by the Covid 19 grant funding.
13. Business Support is forecasting a saving of £0.150m due to the staff restructure and generating more income than in the budget.

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14. Within Care Systems and Adult Safeguarding there is a forecast saving of £0.383m resulting from staff turnover and holding vacant posts. Other variances amount to a small saving of £97,000.
15. *Care Commissioning* *Covid impact - £26.340m*  
*Normal service forecast – £84,000 saving*
16. The forecast for the service a saving of £84,000. Covid related costs are forecast to be £26.340m.
17. The Older Peoples budget is now forecast to save £2.430m. This saving is mainly due to the significantly reduced number of residential and nursing placements, with the total number being over 300 fewer than compared to March 2020. The hospital discharges to free capacity in NHS hospitals during the Covid 19 pandemic are currently being funded by our Health partners. Under the latest agreement, the Council will commence reviews in September for these discharges. It is currently anticipated that these assessments will be completed by March 2021. The revised forecast number of residential and nursing places has resulted in a reduction in the forecast of £6.797m.
18. However, providers are facing increased operating costs due to additional personal protective equipment (PPE) and increased cleaning regimes to reduce the spread of Covid 19. Furthermore, the reduction in demand has meant reduced income for providers and it is not known how long this might continue given possible perceptions of whether care homes are a desirable option for care delivery which may result in a longer term reduction in demand, potentially leading to some loss of capacity from the market. This uncertainty around future demand in conjunction with the financial pressures faced by the market could present significant risk to the Council moving forward.
19. There has been a significant increase in the forecast for home care. There are multiple factors that are impacting the position. There was a push to clear our Provider of Last Resort in April to free up capacity to allow them to take new hospital discharges, which resulted in sourcing 1,142 hours of home care. In addition, the number of hours provided for health services provisions has been rising recently and increased by 631 hours since April 2020. Under the Section 75 agreement, the Council receives a fixed sum for commissioning health tasks on behalf of the Clinical Commissioning Group (CCG) and the cost of health service provisions in 2019/20 already exceeded the sum received. Therefore,

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the additional hours represent an additional cost to the Council. The total forecast overspend arising from the issues mentioned above is £1.371m.

20. The number of older people in receipt of a direct payment has reduced significantly since April 2019, a reduction of approximately 23% although numbers seem to have stabilised during the first half of 2020/21. This has resulted in an overall forecast saving of £1.178m.
21. Other community based service budgets are forecast to save £0.352m due to reduced activity as a result of the Covid 19 outbreak.
22. Short term intervention budgets are forecast to save £0.417m as a direct result of the actions (e.g. shielding vulnerable people) taken to prevent the spread of Covid 19.
23. There is a significant shortfall against forecast income for Older People placements of £5.164m. This is largely as a result of the reduction in client contributions due to the reduction of residential and nursing placements forecast for the remainder of year. This has been offset to some degree by growth in the home care income forecast due to increased demand.
24. There is a forecast saving of £0.599m on the Physical Disabilities budget. This is partly due to the net impact of the reduction in the forecast of £0.445m for residential and nursing placements due to a reduction as a result of the pandemic. In addition, we are forecasting a saving on community based services of £0.480m due to a reducing number of people taking direct payments to provide their care plus a saving on the home care budget as numbers are lower than forecast. This has been offset by reduction in client contribution of £0.278m.
25. The Mental Health budget is forecast to overspend by £0.374m, which is largely due to delays in delivering the £0.250m MTFS saving due to the pandemic, plus a continuation of the overspend from the growth in Supported Living placements which first arose in 2019/20. This has been partially offset by a forecast saving on the Mental Health Employment and Recovery contract of £0.195m.
26. The Learning Disability Placement budget is forecast to save £2.921m, which is partly due to reductions in the number of people with Learning Disabilities being

## Appendix 2 – Quarter 2 Finance Report

cared for in Nursing Homes as well as savings on our Supported Living Transports costs and savings in Direct Payments. We are also experiencing the full benefit of increases in health income negotiated in recent years.

27. The council will continue to work with the local CCG's to support the discharge of people with learning disabilities or autism 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 in recent years. The government has provided the Staffordshire and Stoke-on-Trent TCP grant funding of £0.467m in 2020/21 to support further discharges. Despite this, there remains a risk of further pressures in year and future years.
28. The planned recommissioning of the Carers services has been delayed due to the Covid 19 pandemic and the new service will now begin next year. As a result, the savings from last year are forecast to occur again this year, a total of £0.383m now forecast. There is also a forecast saving for the Advocacy contract of £0.210m.
29. Prisoners related care activities are now forecast to save £0.422m, of which £0.276m is an underlying saving from previous years and £0.146m is due to staffing savings and lower care costs.
30. Given the level of current client debt (in excess of £10m collectable debt in July, with just over £2m of this in excess of 3 years old) and the further risk that amounts due may increase due to the economic impact of Covid 19, we believe it is prudent to increase the Health and Care bad debt provision by a further £2m.
31. The pandemic has had a significant impact on the care provider market and the Council has already provided a significant amount of financial support to the sector from the Emergency Covid grant allocations (with over £16m made available to support the sector) and the Infection Control grant allocation (over £8m allocated to date). However, the longer-term impact of Covid 19 on demand for placements is currently unknown, particularly given possible perceptions about care delivery. Furthermore, providers are incurring additional costs (cleaning, staffing, PPE), as well as income levels being reduced. Finally, there is still uncertainty about future funding levels for Local Authorities and

## Appendix 2 – Quarter 2 Finance Report

Social Care in particular. These factors mean that the Council still faces significant financial risk in the short to medium term. Therefore, the opportunity has been taken to re-profile spending commitments to ensure the budget available is utilised for maximum benefit.

32. The Council is keen to invest in digital transformation to revolutionise not only how we work but also how we interact with our partners and the citizens of Staffordshire. We can use technology and data to work closer with our communities to encourage more residents to help themselves and one another, In addition, new systems can reduce costs through automation and streamlining of processes. In order to work towards delivering the Council's vision it is essential that the service starts to make prudent provision for this response and a £1.5m contribution has been made to the Corporate IT reserve.
33. Other variances amount to a saving of £1.284m.
34. The Council was allocated £9.915m from the £600m Adult Social Care Infection Control Fund announced by the government. Of this funding, 75% was to be passported directly to care homes in the county who comply with the requirements set out in the national guidance. The balance of the funding can be used to support care homes or domiciliary care providers and to support workforce resilience. To date, £8.902m has been allocated and we are on track to allocate the remainder of the funding this financial year.
35. In addition, the Council was allocated £3.634m of Test and Trace grant funding. This grant is to provide support to local authorities in England towards expenditure incurred in relation to the mitigation against and management of local outbreaks of Covid 19. To date £0.430m has been allocated and there are plans in place to utilise the remainder of the funding.
36. **Families & Communities** **Covid impact - £6.799m**  
**Normal service forecast - £0.875m overspend**
37. The forecast is an overspend of £0.875m, a decrease of £1.7m since the quarter 1 report. While services continue to face pressures as a result of the non delivery of prior year savings, at this time it is considered that these can be mitigated through savings across services.

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38. In response to the outbreak of Covid 19, further overspends of £6.799m are forecast as a result of non delivery of savings of £3.3m, additional exceptional costs of £2.6m and lost income of £0.9m.
39. *Children’s Services* *Covid impact - £4.989m*  
*Normal service forecast - £1.502m saving*
40. The forecast saving on normal services is mainly a result of a £1.2m saving within Looked after Children, due to staff vacancies in the Intensive Prevention Service, Family Group Conference teams and Short Stay Residential teams along with additional grant income. There is also a saving of £0.3m in Early Help and Safeguarding primarily arising through staffing vacancies of £0.7m in the Early Help and First Response teams but offset by additional agency costs of £0.4m in the Safeguarding teams.
41. The budget this year included additional investment of £2.570m for the continuation and progression of planned transformation works as outlines in the business case previously approved. This is expected to be fully spent this year and, before the Covid 19 outbreak, was anticipated to deliver in full the target savings of £4.7m. Unfortunately, due to the pandemic, it is likely that planned savings this year will be delayed.
42. There are non-delivery of planned savings due to Covid 19 – the service has been unable to progress the necessary transformation programmes as intended and this has most significantly impacted the number and cost of our Looked after Children. This will be funded by the Covid 19 grants.
43. There has been additional exception costs due to Covid 19, for example to support providers that have seen reduced demand for services, additional support for our foster carers, and additional care package costs to ensure that the most vulnerable are protected and that in the longer term, business continuity and market sustainability is assured. There has also been lost income from contributions for respite care. These additional costs and loss of income will be funded by Covid 19 grants.
44. *Education Services* *Covid impact - £1.266m*  
*Normal service forecast - £2.428m overspend*
45. The forecast is an overspend of £2.428m, a small improvement from the quarter 1 position.

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46. The overspend is largely due to the continued pressure from SEND Transport which is forecast to be £1.8m overspent. This is a result of both increasing transport costs and demand due to a greater move of pupils towards single occupancy taxis to manage more effectively any disruptive behaviour.
47. The overspend also includes £0.815m for additional investment in SEND stabilisation works as approved by Cabinet earlier this year.
48. The overspend has been offset by a saving on historic pension costs of £0.2m.
49. While the service faces further pressures of £0.5m as a result of the non delivery of historic savings in SEND Assessment, it is forecast that this can be mitigated this year by the use of other service reserves and savings across the service, mostly staff vacancy savings. However, this will remain a pressure in future years and will be addressed as part of the wider transformation programme.
50. There have been additional exceptional costs due to Covid 19 in relation to SEND transport of £0.6m and cleaning.
51. *SEND High Needs Block*
52. The High Needs Block is currently forecast to overspend by £2m. This is higher than previously forecast and reflects the additional pressure for SEND support arising as the backlog of outstanding Education, Health and Care Plan (EHP) assessments is addressed through the SEND stabilisation programme approved earlier this year.
53. The overspend will be charged against the DSG reserve and it is expected this reserve will be fully depleted by the end of the year. Going forward, it is forecast that the SEND transformation programme, with the imminent full roll out of the district hub model, will provide for a more inclusive system that enables the necessary early support and intervention to manage demand with overall resources.
54. The above does not include spend on service transformation and stabilisation which have been funded from existing revenue resources.



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55. *Culture & Communities* *Covid impact - £0.308m*  
*Normal service forecast - £4,000 saving*
56. There is a £0.245m overspend resulting from prior year undelivered MTFS savings within Archives following an unsuccessful bid for Staffordshire History Centre Lottery Fund funding. Although a further bid has been submitted, it is forecast that these savings will be delivered in future years from a staffing restructure, irrespective of whether the bid is successful or not. In the current year other savings, mostly as a result of vacancies, will largely mitigate the shortfall and will provide a small saving.
57. The Covid 19 pandemic has led to reduced income for the service from reduced trading activity.
58. *Rural County* *Covid impact - £0.236m*  
*Normal service forecast - £48,000 saving*
59. While the service has a forecast overspend of £0.2m as a result of prior year undelivered savings, it is anticipated that these will be delivered on going once planned transformation can be finalised. In the meantime, other vacancy savings are forecast to mitigate the shortfall in the current year and will result in a small saving of £48,000.
60. The Covid 19 pandemic has meant loss of income for the service from reduced trading activity, parking and penalty fines.
61. *Community Safety* *Covid impact – nil*  
*Normal service forecast - £1,000 overspend*
62. The service has a forecast overspend of £0.250m due to prior year undelivered savings, however these are anticipated to be delivered on going once planned transformation programmes can be finalised. In the meantime, it is forecast that vacancy savings will mitigate the overspend and result in a small overspend.
63. **Economy, Infrastructure & Skills** **Covid impact - £4.684m**  
**Normal service forecast - £0.134m saving**
64. The forecast saving is £0.134m, which is a reduction of £0.499m since quarter 1. On top of this, the forecast financial impact of Covid 19 for the directorate is £4.684m, which is a reduction of £2.550m since quarter 1. This is a total forecast overspend of £4.5m.

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65. *Business & Enterprise* *Covid impact - £0.265m*  
*Normal service forecast - £199,000 overspend*
66. The forecast is an overspend of £199,000 until the Exit and Transition Fund monies are included, this will result in a forecast saving of £51,000 which is an improvement from the forecast overspend of £68,000 at quarter 1.
67. This saving is largely due to the delay in the achievement of the £75,000 MTFs saving on St Albans Enterprise Centre, off-set by savings forecast on Farms repairs and maintenance of £50,000, a staffing saving in Planning Policy and additional income being received in year from the Business Energy Industrial Strategy.
68. The decrease in the additional impact of Covid 19 is largely due to the shortfall of income to Enterprise Centres now estimated at £0.150m from £0.310m reported at quarter 1. This is due to a rental income being actively managed by the team during this challenging period.
69. *Infrastructure & Highways* *Covid impact - £1.1m*  
*Normal service forecast - breakeven*
70. The forecast for the service is breakeven which is an improved position from the £0.349m forecast overspend from quarter 1.
71. The small forecast overspend on Lighting and Signals which is the non-achievement of the advertising MTFs saving of £50,000 has now been mitigated by vacancies in the Street Lighting and Traffic Signals teams. There is a small increase of £50,000 to the forecast pressure in the Developments and Improvements area due to having to buy in additional resource. This has been mitigated through vacancies in the wider Community Infrastructure team, Flood Risk Management and Highway Asset Strategy Management.
72. The expected impact of Covid 19 is forecast to be £1.1m this is an increase of £0.2m from the quarter 1 position and related to the likelihood increased spend on school crossing patrols due to the phased starts for different school years from September.

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73. *Transport, Connectivity & Waste* *Covid impact - £0.919m*  
*Normal service forecast - £17,000 saving*
74. The Transport and Connectivity service is forecast to save £17,000, a small change from the breakeven position at quarter 1.
75. There are significant savings due to vacancies in the Transport Planning team and an increase in staff recharges in this area as a result of the North Staffordshire Air Quality Project, savings in the Concessionary Fares budget area, as well as a forecast saving of £0.250m on Public Transport which has been impacted by the Covid 19 pandemic. It is forecast that spend in future years will be in line with budgets as passenger demand increases. Nearly all of these savings – totalling £0.630m – will be used to contribution to the proposed Eastgate Regeneration project, which is subject to approval, as well as Transport Assessment work to support Local Plans in 2021/22 and 2022/23. This work is necessary to ensure significant development is planned in sustainable locations and made acceptable in transport and environment terms.
76. At quarter 2 the additional costs relating to Covid 19 have decreased by almost £2m as government guidance has allowed home to school transport to return without social distancing. An allowance of £0.750m has been made for the additional costs associated with mainstream entitled pupils for extra capacity and additional cleaning costs. Additional grant funding has been made available by DfE for costs (in the initial six weeks) associated with increasing capacity on the public transport network for all pupils (entitled and non-entitled) and assisting with travel demand management around schools. Future costs in this area are still uncertain and a greater understanding of Covid 19 costs which will need to be met directly by the authority will be clear at quarter 3.
77. The waste budget is forecast to breakeven however it should be noted that with many of the waste budgets being demand led there could be significant changes during the year.
78. Covid 19 costs in the Sustainability and Waste area are now estimated at £0.140m which is a £0.450m reduction from quarter 1. The loss of income at the Household Recycling Centres forecast previously has not materialised. There has however been a shortfall of income in the Woodfuels area when biomass boilers had to be shut down due to school closures.

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79. *El&S Business Support* *Covid impact - £0.911m*  
*Normal service forecast - breakeven*

80. There are forecast £0.911m Covid 19 related costs, a small increase since quarter 1. This increase includes cleaning materials, hazardous waste removal and packaging for food parcels.

**81. Corporate Services** **Covid impact - £4.857m**  
**Normal service forecast - £0.372m saving**

82. The service is forecast to have a saving of £0.372m, there is a forecast overspend in HR, which is non-delivery of 2019/20 MTFS savings, offset by a saving in ICT and Business Support. The change from the breakeven position reported at quarter 1 is largely due to vacancies in the Commercial and Property Teams.

83. At quarter 2 the impact of Covid 19 is £4.857m which is an increase of £2.104m from quarter 1. This significant increase in the forecast for PPE in preparation for local outbreaks and a possible second wave.

**84. Centrally Controlled**

85. There has been a steady increase in insurance premiums and this results in a forecast overspend of £0.3m.

86. There is also £1.537m of Covid 19 related pressures which includes £0.264m of cleaning materials, £0.170m forecast loss of income and the non-delivery of the 2020/21 MTFS property rationalisation saving, and £0.687m for the delay in the rental of Staffordshire Place 2.

87. A pay award of 2.75% has been agreed nationally for NJC Green Book, JNC Chief Officers and Soulbury pay scales. Within the budget, 2% pay inflation was awarded to services and a 0.5% provision was created for any additional need. Therefore, the remaining 0.25% needs to be funded and amounts to £380,000. It is recommended that this additional pay award is funded from Contingency.

### 88. Capital Forecast

89. Appendix 5 compares the latest capital forecast outturn of £143.0m, a decrease from the quarter 1 position of £149.0m. The key reasons for this decrease of £6.0m are set out in the following paragraphs.

### 90. Health and Care Forecast spend £1.778m

91. There has been a reduction of £3.038m since the quarter 1 report. This reduction is due to continued significant uncertainty as a result of Covid 19 which has resulted in works on the Hillfield House proposed refurbishment being halted. The forecast for Histon Hill and Rowley Hall nursing home new builds is reduced and being rephased into future years. In addition, the Care Director upgrade budget has been further refined and an element reprofiled into 2021/22.

### 92. Families and Communities Forecast spend £30.226m

93. *Maintained Schools* *Forecast Spend £29.898m*

94. There has been a reduction in forecast spend of £3.852m since the quarter 1 forecast.

95. There has been £8m of Basic Need money reprofiled into future years, offset by budget refinements on Branston Road s106 of £0.640m, Weston Road Expansion (s106) of £0.452m, Hollies relocation ESFA grant of £0.484m and Fradley Park new school s106 of £0.272m. There have also been other smaller budget refinements across a number of projects resulting in the net reduction of £6.777m.

96. There has also been an additional £1.9m Schools Capital Allocation awarded plus additional school contributions and loans across a number of projects leading to a total increase of £2.925m. Together this and the net reduction of £6.777m total an overall reduction of £3.853m

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- 97. Economy, Infrastructure and Skills** **Forecast spend £97.688m**
98. *Economic Planning & Future Prosperity* *Forecast spend £17.425m*
99. There has been an increase of £2.175m since the quarter 1 report. This is primarily due to the reprofiling of the i54 Western Extension project due to accelerated works of £0.938m, the introduction of the recently approved Enterprise Centre projects at Cannock and Silverdale, £0.498m and £0.213m respectively, and the rephasing of Kingswood Lakeside Ground Treatment budget following the receipt of grant monies of £0.430m.
100. There has been minimal increase to the forecast spend of £40,000 on fees for the Library and Public Realm element of the Tamworth Enterprise Quarter project over the approved £0.5m budget. Work is ongoing to bring this figure down, and it will reduce significantly if all the contingency isn't realised in the second phase of the library works.
101. *Highways Schemes* *Forecast spend £77.660m*
102. There has been a decrease in forecast spend of £0.901m since quarter 1.
103. This includes a £2.075m increase on Major schemes which is largely the reprofiling of Stafford Western Access Route, in particular the costs associated with Covid 19 being brought forward from 2021/22 to 2020/21. This has been offset by a minor reprofiling of costs on Lichfield Southern Bypass. The small additional costs on Lichfield Southern Bypass reported at quarter 1 are now forecast to be met from the Corporate Priorities budget. Maintenance and Integrated Transport schemes have increased by £2.657m which is the net effect of the inclusion of £3.1m of additional pothole funding, offset by a number of smaller refinements across a number of schemes.
104. These are offset by a decrease in Other Highways and Developer funded schemes which is the net effect of the refinement of a number of Developer funded scheme including both rephasing as well as in year fluctuations.

### **105. Finance and Resources & ICT** **Forecast spend £1.883m**

106. There has been a reduction of £0.522m in the forecast since the quarter 1 report, this is due to refining of ICT projects budgets and some project completions.

### **107. Property** **Forecast spend £10.160m**

108. There has been an increase in forecast spend of £0.285m since the quarter 1 forecast due to the refining of budgets for asset renewal across the programme of works.

### **109. Financial Health**

110. Appendix 6 provides a forecast outturn performance against the key Financial Health Indicators approved as part of the 2020/21 budget setting process.

111. There have been 97.6% of invoices were paid within 30 days of receiving them at the end of quarter 1, exceeding the financial health indicator target. This reflects early payments to suppliers to help them with cashflow during the pandemic.

112. The estimated level of outstanding sundry debt over 6 months old is £19.011m, this is over the target of £14.7m by £4.311m. This is an increase of £3.045m since the quarter 1 report. 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. It should be noted that full debt recovery services have only been 'switched on' in the last 6 weeks since debt recovery was suspended from March 2020 due to Covid 19.

113. The level of CCG health debt over 6 months old is £1.3m below the target figure. The increase from June to September relates to debt newly falling into the over 6 month old age category. It is recoverable and payable as nothing has been disputed.

## Appendix 2 – Quarter 2 Finance Report

114. There is an element of seasonal profile – in 2019/20 the level of debt over 6 months old increased by £4.1m between quarter 1 and 2, more than the £3.9m this year.
115. Client debt now stands at £10.033m and could potentially increase as a consequence of the pandemic. A working group has been established to look at why clients are not paying debts and to implement ways to avoid clients getting into debt in the first instance.

<b>Debtor Type</b>	<b>2020/21 Target</b>	<b>30/06/2020</b>	<b>30/09/2020</b>	<b>Increase / (Decrease)</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Health Bodies & CCGs	3.900	1.409	2.568	<b>1.159</b>
Other Govt. and Public Bodies	2.000	2.063	2.699	<b>0.636</b>
Other General Debtors (Individuals & Commercial)	4.700	3.581	3.711	<b>0.130</b>
Health & Care Client Debt	4.100	8.913	10.033	<b>1.120</b>
<b>TOTAL</b>	<b>14.700</b>	<b>15.966</b>	<b>19.011</b>	<b>3.045</b>



## Appendix 3 – 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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## Revenue Forecast Outturn 2020/21

	Revised Budget Qtr 2 £m	Forecast Outturn £m	Covid Impact	Normal Service Overspend / (Savings)	Total Variation £m
<b>Health and Care</b>					
Public Health & Prevention	(5.932)	(5.932)	0.000	0.000	0.000
Adult Social Care & Safeguarding	38.075	37.281	0.045	(0.794)	(0.749)
Care Commissioning	183.663	183.579	26.340	(0.084)	26.256
Specific Grant Allocation (Public Health)	(1.307)	(1.307)	0.000	0.000	0.000
Exit and Transition Fund	0.000	0.000	0.000	0.000	0.000
<b>Health and Care Total</b>	<b>214.499</b>	<b>213.621</b>	<b>26.385</b>	<b>(0.878)</b>	<b>25.507</b>
<b>Families and Communities</b>					
Children's Services	114.537	113.035	4.989	(1.502)	3.487
Children's Public Health	(4.546)	(4.546)	0.000	0.000	0.000
Education Services	26.813	29.241	1.266	2.428	3.694
Culture and Communities	5.253	5.249	0.308	(0.004)	0.304
Rural	1.952	1.904	0.236	(0.048)	0.188
Community Safety	7.938	7.939	0.000	0.001	0.001
Specific Grant Allocation (Public Health)	(1.710)	(1.710)	0.000	0.000	0.000
Exit and Transition Fund	0.000	0.000	0.000	0.000	0.000
<b>Families and Communities Total</b>	<b>150.237</b>	<b>151.112</b>	<b>6.799</b>	<b>0.875</b>	<b>7.674</b>
<b>Economy, Infrastructure and Skills</b>					
Business & Enterprise	1.063	1.262	0.265	0.199	0.464
Infrastructure & Highways	27.643	27.643	1.100	0.000	1.100
Transport, Connectivity & Waste	39.476	39.459	0.919	(0.017)	0.902
Skills	2.379	2.313	0.000	(0.066)	(0.066)
EI&S Business Support	1.068	1.068	0.911	0.000	0.911
Specific Grant Allocation (Public Health)	0.000	0.000	0.000	0.000	0.000
Covid related capital project costs	0.000	0.000	1.489	0.000	1.489
Exit and Transition Fund	0.000	(0.250)	0.000	(0.250)	(0.250)
<b>Economy, Infrastructure and Skills Total</b>	<b>71.629</b>	<b>71.495</b>	<b>4.684</b>	<b>(0.134)</b>	<b>4.550</b>
Corporate Services	34.992	35.120	4.857	0.128	4.985
Specific Grant Allocation (Public Health)	0.000	0.000	0.000	0.000	0.000
Exit and Transition Fund	0.000	(0.500)	0.000	(0.500)	(0.500)
<b>Corporate Services Total</b>	<b>34.992</b>	<b>34.620</b>	<b>4.857</b>	<b>(0.372)</b>	<b>4.485</b>
<b>Traded Services</b>	<b>(0.528)</b>	<b>(0.528)</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>TOTAL PORTFOLIO BUDGETS</b>	<b>470.829</b>	<b>470.320</b>	<b>42.725</b>	<b>(0.509)</b>	<b>42.216</b>
<b>Centrally Controlled Items</b>					
Interest on Balances & Debt Charges	34.203	34.203	0.000	0.000	0.000
Pooled Buildings and Insurances	14.523	14.823	1.537	0.300	1.837
Investment Fund	2.431	2.431	0.000	0.000	0.000
Contingency Position	4.000	4.000	0.000	0.000	0.000
Covid 19 Grant	0.000	0.000	(42.244)	0.000	(42.244)
<b>TOTAL FORECAST OVERSPEND</b>	<b>525.987</b>	<b>525.778</b>	<b>2.018</b>	<b>(0.209)</b>	<b>1.809</b>











**CAPITAL PROGRAMME 2020/21**

	<b>1st Quarter Budget</b>	<b>Enhancements to Programme</b>	<b>2nd Quarter Budget</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Health and Care</b>			
Care and Independence	4.816	(3.038)	1.778
<b>Health and Care Total</b>	<b>4.816</b>	<b>(3.038)</b>	<b>1.778</b>
<b>Families and Communities</b>			
Maintained Schools	33.751	(3.853)	29.898
Academy Conversion Residual	0.027	0.000	0.027
Rural County (Countryside)	0.309	(0.172)	0.137
Tourism and Culture	0.163	0.000	0.163
<b>Families and Communities Total</b>	<b>34.250</b>	<b>(4.025)</b>	<b>30.225</b>
<b>Economy, Infrastructure and Skills</b>			
Economic Planning & Future Prosperity	15.250	2.175	17.425
Highways Schemes	78.561	(0.901)	77.660
Connectivity	1.805	0.045	1.850
Waste & Sustainability Projects	0.753	0.000	0.753
<b>Economy, Infrastructure and Skills Total</b>	<b>96.369</b>	<b>1.319</b>	<b>97.688</b>
Trading Services - County Fleet Care	1.200	0.000	1.200
Finance, Resources & ICT	2.405	(0.522)	1.883
Property	9.875	0.285	10.160
Corporate Leased Equipment	0.050	0.000	0.050
<b>Total</b>	<b>148.965</b>	<b>(5.981)</b>	<b>142.984</b>



Financial Health Indicators 2020/21

Appendix 6

Indicator	Current Performance	
<p><u>Debtors</u> Level of outstanding general debtors more than 6 months old does not exceed £14.7m (Current Performance – £19.011m, of this £13.2m is more than 12 months old)</p>		
<p><u>Payments to suppliers</u> At least 90% of invoices have been paid within 30 days of us receiving them during the last quarter (Current Performance – 97.6%) This reflects early payments to suppliers to help them with cashflow during the pandemic.</p>		
<p><u>Monitoring</u> Quarterly financial monitoring reports have been issued to Cabinet during the last 12 months</p> <p>The council's most recent revenue outturn forecast did not vary by more than +/-2% when compared to the overall revenue budget</p> <p>Quarterly monitoring reports of progress against MTFs savings have been produced for the Senior Leadership Team during the last 12 months</p>	    	
 Indicator not met	 Indicator not met by small margin	 Indicator met





## Cabinet Meeting on Wednesday 21 October 2020

### Staffordshire Better Care Fund 2020/21 and the Disabled Facilities Grant



#### **Cllr Johnny McMahon, Cabinet Member for Health, Care and Wellbeing said**

“Providing joined up health and social care for people in their homes or in their local communities remains a key priority for both NHS partners and ourselves. The Better Care Fund enables us to fund schemes across Staffordshire that help us to achieve this goal.

We have made great progress in areas such as strengthening our Homefirst Reablement services to support people returning home from hospital, and in reducing delays in people returning home from hospital when they are well enough to do so, resulting in an improved quality of life. This is better for our residents and helps to improve the lives of some of the most vulnerable people in our society.”

#### **Report Summary:**

- Staffordshire Better Care Fund (BCF) performance, 2019-20.
- BCF Funding for 2020-21
- BCF Guidance and Planning for 2020-21
- Disabled Facilities Grant funding transfers to Districts 2020-21

#### **Recommendations**

I recommend that Cabinet:

- a. Note the progress of the Staffordshire BCF during 2019-20.
- b. Approve the extension of the 2019-20 BCF schemes as set out in paragraph 17 of this report.
- c. Delegate final approval of the Staffordshire BCF Plan for 2020-21 to the Health and Wellbeing Board Chairs, including the Cabinet Member for Health, Care and Wellbeing.
- d. Agree the passport of monies received from the Ministry of Housing, Communities and Local Government for the Disability Facility Grant to the district/borough Councils as set out in table 8 of this report and approve entering into agreements with the district/borough councils to passport the monies.
- e. Delegate approval to enter into the section 75 agreements for 2019/2020 and 2020/2021 to the Director of Health & Care.

<b>Local Members Interest</b>
N/A

## **Cabinet – Wednesday 21 October 2020**

### **Staffordshire Better Care Fund 2020/21 and the Disabled Facilities Grant**

#### **Recommendations of the Cabinet Member for Health, Care and Wellbeing**

I recommend that Cabinet:

- a. Note the progress of the Staffordshire BCF during 2019-20.
- b. Approve the extension of the 2019-20 BCF schemes as set out in paragraph 17 of this report.
- c. Delegate final approval of the Staffordshire BCF Plan for 2020-21 to the Health and Wellbeing Board Chairs, including the Cabinet Member for Health, Care and Wellbeing.
- d. Agree the passport of monies received from the Ministry of Housing, Communities and Local Government for the Disability Facility Grant to the district/borough Councils as set out in table 8 of this report and approve entering into agreements with the district/borough councils to passport the monies.
- e. Delegate approval to enter into the section 75 agreements for 2019/2020 and 2020/2021 to the Director of Health & Care.

#### **Report of the Director of Health and Care**

##### **Reasons for Recommendations:**

##### **Introduction**

1. The Better Care Fund (BCF) was announced by Government in the 2013 spending round, to support integration of NHS and social care. The BCF is a programme spanning both the NHS and local government which seeks to join-up health and care services, so that people can manage their own health and wellbeing and live independently in their communities for as long as possible.
2. Due to the requirement to prioritise management of the Covid-19 pandemic, NHSE have not yet asked for BCF plans for 2020-21, and advised organisations to assume that expenditure of BCF funds should continue on existing services as detailed in the BCF Plan 2019-20 in order to maintain capacity in community health and social care.
3. The 2020-21 BCF Policy Framework has not yet been published, however the NHS DRAFT planning guidance has been shared, which states that planning requirements will be minimised and narratives reduced. Timescales for completion

of BCF plans for 2020-21 have not yet been confirmed. It is therefore recommended that Cabinet agree the extension of existing schemes, and that final approval of 2020-21 plans is delegated to the Health and Well-being Board Chairs, including the Cabinet Member for Health, Care and Well-being.

### Staffordshire BCF performance, 2019-20

4. The Staffordshire BCF Plan 2019-20 included the following three overarching schemes:

- a. **Admission Avoidance / Discharge to Assess:** To reduce emergency hospital admissions, facilitate timely discharge, and return people to full independence wherever possible.
- b. **Ensuring the sustainability of adult social care:** To maintain and provide additional funding to support adult social care and ensure that services were sustainable over the planning period.
- c. **Enhanced Primary and Community Care:** To improve the quality and efficiency of primary and community services and to continue to integrate community services.

5. The total funding for these three schemes can be seen in table 1 below:

**Table 1: BCF funding of Staffordshire Schemes 2019-20**

Funding of Staffordshire BCF Schemes	2019-20
Scheme A	£21,273,072
Scheme B	£35,760,688
Scheme C	£46,526,033
<b>Sub-Total</b>	<b>£103,559,793</b>
Disabled Facilities Grant (DFG)	£8,817,992
<b>Total</b>	<b>£112,377,785</b>

6. Performance in 2019-20 across the key metrics are included in the table below:

**Table 2: 2019-20 BCF Performance against Metrics**

BCF Metric	Target/ Plan	Delivery
	2019-20	
<b>Permanent admissions of older people (aged 65 and over) to residential and nursing care homes, per 100,000</b>	572 per 100,000 population	Our aim was to hold the number of admissions steady at 1,100 per year despite demographic pressures. Whilst we slightly exceeded this target in 19/20 with 1,149 admissions due mainly to an increase in people requiring nursing care, at 597.3 per 100,000 older people this remains below the BCF baseline rate in 2016/17 (604.5 per 100,000 population).
<b>Proportion of older people (65+) still at home 91 days after discharge from hospital</b>	80%	Staffordshire's success rate in 2019/20 was 83.9%, which is slightly higher than the national average.

into reablement/rehabilitation services		
Delayed transfers of care from hospital per 100,000 population	2,590*	Whilst Staffordshire had achieved its DTOC target by mid-2019, delays attributed to the NHS subsequently increased over the autumn and winter. This meant that at the point when DToC reporting was suspended nationally due to Covid-19, we were no longer on target overall with 3,603 delayed days in February. However, delays attributed to social care remained well within the BCF target (860 days compared to a target of 993), having more than halved since the 17/18 BCF baseline. Although DToCs are not currently being formally recorded or reported, informal reporting by the UHNM NHS Trust suggests that overall delays are currently extremely low, down by around 90% compared to the same period last year.

\* February 2020 DTOC target. All results are subject to final confirmation by NHS Digital.

7. In addition to the BCF metrics above, the BCF Plan 2019/2020 included a requirement to meet four national conditions, all of which were met:
- Jointly Agreed Plan
  - NHS contribution to adult social care is maintained in line with inflation
  - Agreement to invest in NHS commissioned out of hospital services
  - Management of transfers of care.

### BCF Funding for 2020-21

8. Whilst NHSE acknowledge that BCF plans from April 2020 will not have been formally approved, they have indicated that for the duration of the Covid-19 pandemic, organisations should assume that expenditure of BCF funds should continue on existing services as in 2019/2020 in order to maintain capacity in community health and social care.
9. The 2019/2020 BCF funding, and 2020-21 indicative funding is shown in table 3 below. On 3<sup>rd</sup> September 2020, the Health and Wellbeing Board considered and approved a paper outlining the cash contributions detailed in table 3. The NHS contribution to adult social care will be uplifted by 5.3% for 2020/21. The iBCF funding; which is paid as a direct grant to local government, will be uplifted by 12.4%. The Winter Pressures Grant and Disabled Facilities Grant will remain at the same level as 2019/20. The CCG aligned figure for 2020/21 has not yet been confirmed and is assumed to be at the same level as 2019/20 at the current time for budgeting purposes.

**Table 3: 2019/20 and 2020/21 BCF Funding**

FUNDING	2019/20 (£000s)	2020 (£000s)
Total NHS contribution to adult social care	20,739	£21,864
CCG aligned	51,073	51,073*
iBCF part 1	23,202	31,700

iBCF part 2	5,003	
Winter pressures	3,542	3,542
DFG	8,818	8,818
<b>Total BCF Fund</b>	<b>112,377</b>	<b>116,997</b>

## BCF Guidance for 2020-21

10. Due to the requirement to prioritise management of the Covid-19 pandemic, NHSE advised that they would not yet be asking for BCF plans, and as stated above in paragraph 8, that for the duration of the Covid-19 pandemic, organisations should assume that expenditure of BCF funds should continue on existing services as in 2019-20 in order to maintain capacity in community health and social care.
11. The 2020/21 BCF Framework has not yet been published, however the NHS have recently shared draft planning guidance. In order to minimise disruption to the Covid-19 recovery process, this guidance states that requirements will be minimised and narratives reduced. Use of BCF mandatory funding streams must still be jointly agreed by Clinical Commissioning Groups (CCGs) and local authorities to reflect local health and care priorities and support the delivery of the BCF national metrics. Plans should be signed off by Health and Wellbeing Boards (HWBs).
12. The draft guidance sets out the same four national conditions as in last year's agreement, that all BCF plans must meet in order to be approved. These are:
  - a. **Plans to be jointly agreed:** A BCF Plan, including at least the minimum mandated funding to the pooled fund specified in the BCF allocations and grant determinations, must be developed by the relevant local authorities and CCGs and signed off by the Health and Wellbeing Board (HWB).
  - b. **NHS contribution to adult social care to be maintained in line with the uplift to CCG minimum contribution:** A demonstration of how the area will maintain the level of spending on social care services from the CCG minimum contribution in line with the percentage uplift to the CCG minimum contribution to the BCF in each HWB area.
  - c. **Agreement to invest in NHS commissioned out-of-hospital service:** A minimum amount of the CCG minimum allocation in each HWB must be invested in NHS-commissioned out-of-hospital services, which may include seven-day services and adult social care.
  - d. **Managing Transfers of Care:** A clear plan for improved integrated services at the interface between health and social care that supports safe and timely discharge, encompassing the High Impact Change Model for Managing Transfers of Care, and the revised Hospital Discharge Service Requirements
13. The iBCF grant conditions remain broadly the same as 2019-20, and additionally require that councils and CCGs agree the amount of resource from the iBCF grant that will be spent on activity specifically aimed at addressing NHS winter pressures and therefore that the funding be used for any or all of the following:

- a. meeting adult social care needs,
  - b. reducing pressures on the NHS, including seasonal winter pressures
  - c. supporting more people to be discharged from hospital when they are ready, and
  - d. ensuring that the social care provider market is supported.
14. The DFG continues to be allocated through the BCF and will continue to be paid to upper-tier authorities. However, the statutory duty on local housing authorities to provide DFG to those who qualify for it will remain. Therefore, each area will need to ensure that sufficient funding is allocated from the DFG monies in the pooled budget to enable housing authorities to continue to meet their statutory duty to provide adaptations to the homes of disabled people, including in relation to young people aged 17 and under.
15. Since 2008-09, the scope for how DFG funding can be used includes to support any LA expenditure incurred under the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 (RRO). This enables local government to use specific DFG funding for wider purposes. This discretionary use of the funding can help improve delivery and reduce the bureaucracy involved in the DFG application process, helping to speed up the process. The Care Act also requires LAs to establish and maintain an information and advice service in their area. The BCF plan should consider the contribution that can be made by the housing authority and local Home Improvement Agency to the provision of information and advice, particularly around housing issues.

### **BCF Planning for 2020-21**

16. Due to the requirement to prioritise management of the Covid-19 pandemic, formal BCF plans have not yet been developed for 2020/21. NHSE advised organisations to assume that expenditure of BCF funds should continue on existing services as in 2019-20 in order to maintain capacity in community health and social care.
17. In line with this advice, there will be no substantial change to the BCF Schemes included in the BCF Plan for 2020-21. The proposed schemes for 2020-21 are therefore:
- a. Admission Avoidance / Discharge to Assess
  - b. Ensuring the Sustainability of Adult Social Care
  - c. Enhanced Primary and Community Care
18. As outlined in paragraph 11, draft guidance has been received and it is expected that formal communication will be received shortly to outline specific requirements and timescales for submission of a 2020-21 BCF plan. Given that timescales are yet unknown, it is recommended that Cabinet delegate final approval of the Staffordshire BCF Plan for 2020-21 to the Health and Wellbeing Board Chairs, including the Cabinet Member for Health, Care and Well-being.
19. Expenditure on existing schemes across 2019/20 (£112,377,785) is shown in tables 4-7. Cabinet are asked to approve the continuation of these schemes this year in line with NHSE guidance whilst we await further instruction from NHSE and undertake further planning to develop the 2020-21 plans.

**Table 4 - Scheme A - Admission Avoidance / Discharge to Assess**

<b>Service</b>	<b>Funding</b>
Home First/ Discharge to Assess	£11,585,177
Bed Based - Step Up/ Down	£7,162,811
Reablement/Rehabilitation Services	£2,300,000
Seven Day Service	£92,000
Care Planning; Assessment and Review	£83,120
Vol Sector admission avoidance	£49,964
<b>TOTAL</b>	<b>£21,273,072</b>

**Table 5 - Scheme B - Ensuring the Sustainability of Adult Social Care**

<b>Service</b>	<b>Funding</b>
Community Based Scheme - Older People Day Services	£315,000
Home Care	£30,261,688
Residential Placements	£5,184,000
<b>TOTAL</b>	<b>£35,760,688</b>

**Table 6 - Scheme C - Enhanced Primary and Community Care**

<b>Service</b>	<b>Funding</b>
Assistive Technologies and Equipment	£5,229,918
Care Act Implementation Related Duties	£1,977,000
Carers Services	£601,370
Community Based Schemes	£9,789,702
Integrated Care Planning and Navigation	£4,697,713
Other (Dementia and Hospices)	£7,295,382
Personalised Care at Home - Health Tasks	£1,350,000
Prevention / Early Intervention	£4,840,790
Residential Placements	£10,744,158
<b>TOTAL</b>	<b>£46,526,033</b>

**Table 7 - Disabled Facilities Grant (DFG)**

<b>Service</b>	<b>Funding</b>
DFG	£8,817,992

### **Disabled Facilities Grant (DFG) - Transfer of money to districts**

20. As with previous years, in two-tier areas the main DFG funding is paid to the Upper-Tier authorities (county councils), while the statutory duty to provide adaptations to the homes of those eligible people who qualify, continues to sit with local housing authorities (district councils, in two-tier areas, unless specific agreement is given by any district council).
21. In two-tier areas, decisions around the use of the DFG funding will need to be made with the direct involvement of both tiers working jointly to support integration ambitions. DFG funding allocated by Central Government must be passed down to

the relevant housing authorities (in full, unless jointly agreed to do otherwise) to enable them to continue to meet their statutory duty to provide adaptations and in line with these plans.

22. Table 8 details Staffordshire’s DFG allocated funding for 2020-21. It is recommended that Cabinet approve the passport of these monies to the district/borough Councils as required by the Ministry of Housing, Communities and Local Government for the Disability Facility Grant (DFG). Central Government have allocated the DFG funding as detailed below however at the time of writing they have not yet issued the Disabled Facilities Grant Determination letter for 2020/2021.

**Table 8: Staffordshire DFG allocated funding per district 2020-21**

	<b>DFG FUNDING</b>
Staffordshire Moorlands	£1,563,346
Newcastle under Lyme	£1,511,575
Stafford	£1,341,408
East Staffs	£1,022,684
South Staffs	£992,957
Lichfield	£977,562
Cannock Chase	£926,471
Tamworth	£481,989
<b>Total</b>	<b>£8,817,992</b>

### **Next Steps**

23. The Council and the CCG will commence planning for the 2020-21 BCF submission, in line with the draft guidance received to date. The Staffordshire BCF Plan 2020-21 will then be submitted to the HWB Chairs for approval, if Cabinet agrees the recommendation to delegate this approval.
24. If Cabinet agree the recommendation to passport the DFG monies to the district/borough Councils, passport agreements will be drafted and the monies distributed in line with table 8.

### **Legal Implications**

25. Legal Services have assisted with the production of agreements to passport the DFG monies to the district/borough councils in accordance with Staffordshire’s DFG allocated funding for 2020/2021.
26. The section 75 agreement for 2019/2020 has been agreed save for clarification regarding elements of the governance. Once resolved, the Director of Health & Care can authorise entering into the section 75 agreement. Legal Services will assist in the drafting of the section 75 agreement for 2020/2021.



## **Resource and Value for Money Implications**

27. The BCF Funding for 2020/2021 is highlighted in table 3 of the report. With the exception of the CCG aligned figure, all contributions have now been confirmed nationally and are as stated in the table.

## **List of Background Documents/Appendices:**

None.

## **Contact Details**

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## **Cabinet Meeting on Wednesday 21 October 2020**

### **West Midlands Regional Supported Accommodation Framework Contract**



**Cllr Mark Sutton, Cabinet Member for Children and Young People, said,**

“The provision of good quality supported accommodation for those leaving the care of a local authority is an important part of a young adult’s transition to independence and a happy, fulfilling adulthood.

This long-term arrangement with other councils across the West Midlands gives us the opportunity and flexibility to provide support and stability, usually for around a hundred young people at any one time, while managing the costs in a responsible manner.”

#### **Report Summary:**

This report is to support a regional commissioning approach to the procurement of supported accommodation provision across the West Midlands to support children in care in their transition to independence.

#### **Recommendations**

I recommend that Cabinet:

- a. Approves that Staffordshire County Council should partake with other West Midlands local authorities with responsibilities to “Looked after Children” in creating a Flexible Framework Agreement to ensure that the local authorities involved can meet their responsibilities to provide supported accommodation for young people who are in the process of leaving care. Commissions a West Midlands Regional Supported Accommodation Framework Contract (12<sup>th</sup> July 2021 to 11<sup>th</sup> July 2025), with an option to extend for a further 2 years (12<sup>th</sup> July 2025 to 11<sup>th</sup> July 2027);
- b. Supports the proposal that Staffordshire County Council leads the setting up of the Flexible Framework Agreement on behalf of the following West Midland’s local authorities:

Birmingham City Council / Birmingham Children's Trust, City of Stoke-on-Trent Council, City of Wolverhampton Council, Coventry City Council, Dudley Metropolitan Borough Council, Herefordshire Council, Sandwell Children's Trust, Solihull Metropolitan Borough Council, Telford and Wrekin Council Walsall Council Warwickshire County Council, Worcestershire County Council (through Worcestershire Children First).

- c. Approves the term of the proposed Flexible Framework Agreement begin on 12 July 2021 and end on 11<sup>th</sup> July 2025), but there be an option to extend the term for a further 2 years (12<sup>th</sup> July 2025 to 11<sup>th</sup> July 2027) should there be an operational need.
- d. Delegates to the Deputy Chief Executive and Director for Families and Communities authority to award contracts and thereafter enter into contracts with providers who successfully apply to be included in the proposed Flexible Framework Agreement.

<b>Local Members Interest</b>
N/A

## **Cabinet – Wednesday 21 October 2020**

### **West Midlands Regional Supported Accommodation Framework Contract**

#### **Recommendations of the Cabinet Member for Children and Young People**

I recommend that Cabinet:

- a. Approves that Staffordshire County Council should partake with other West Midlands local authorities with responsibilities to “Looked after Children” in creating a Flexible Framework Agreement to ensure that the local authorities involved can meet their responsibilities to provide supported accommodation for young people who are in the process of leaving care. Commissions a West Midlands Regional Supported Accommodation Framework Contract (12<sup>th</sup> July 2021 to 11<sup>th</sup> July 2025), with an option to extend for a further 2 years (12<sup>th</sup> July 2025 to 11<sup>th</sup> July 2027);
- b. Supports the proposal that Staffordshire County Council leads the setting up of the Flexible Framework Agreement on behalf of the following West Midland’s local authorities:  
  
Birmingham City Council / Birmingham Children's Trust, City of Stoke-on-Trent Council, City of Wolverhampton Council, Coventry City Council, Dudley Metropolitan Borough Council, Herefordshire Council, Sandwell Children's Trust, Solihull Metropolitan Borough Council, Telford and Wrekin Council Walsall Council Warwickshire County Council, Worcestershire County Council (through Worcestershire Children First).
- c. Approves the term of the proposed Flexible Framework Agreement begin on 12 July 2021 and end on 11<sup>th</sup> July 2025), but there be an option to extend the term for a further 2 years (12<sup>th</sup> July 2025 to 11<sup>th</sup> July 2027) should there be an operational need.
- d. Delegates to the Deputy Chief Executive and Director for Families and Communities authority to award contracts and thereafter enter into contracts with providers who successfully apply to be included in the proposed Flexible Framework Agreement.

#### **Report of the Deputy Chief Executive and Director for Families and Communities**

##### **Reasons for Recommendations:**

1. Supported accommodation provides accommodation, typically for 16 to 17-year olds, to prepare them in their transition from being a Looked After Child to adulthood and independence. The Council has a statutory duty to ensure that care leavers are provided with suitable accommodation when they leave the care system. A Flexible Framework Agreement would, it is envisioned, assist in ensuring that the

West Midlands's authorities have access to sufficient suitable placements to meet that statutory responsibility. If adopted the proposal would also assist meeting our legal obligation to help prevent homelessness.

2. Supported accommodation providers are not regulated by Ofsted as their primary purpose is to provide accommodation and not care. Therefore, quality assurance undertaken by commissioners from the parties involved in the project would need to be robust given the vulnerability of the young people accessing the service. The lack of regulation of this type of provision has come under recent scrutiny. The Department for Education (DfE) are currently out to consultation on the subject of lack of oversight of this type of provider. Therefore, any contracts made under the proposed Flexible Framework Agreement may, in the future, need to be varied if the law in respect of regulation of the providers changes. .
3. The current West Midlands Sub-Regional Supported Accommodation Framework Agreement expires on the 11th July 2021. The existing framework, led by Staffordshire County Council, enables Councils and Children's Trusts (CATs) to source supported accommodation placements for young people at framework prices. The current framework has 78 providers, of which approximately 12 are used on a regular basis by Staffordshire County Council. The graph in Appendix 1, provides the number of placements for Staffordshire over the last couple of years.
4. Councils and CATs across the West Midlands report that their priority, is to increase the quality of provision in the market.
5. The DfE is currently consulting on the sector, specifically around an appropriate approach to regulation and on a proposed quality assurance framework. The outcome of this consultation is likely to have a significant impact on the future commissioning of the supported accommodation market.
6. Work to recommission the Supported Accommodation Contract has been disrupted by the Covid-19 pandemic. Most notably, market engagement was postponed in March 2020 and delays to the DfE consultation. However, this has provided an opportunity to develop a regional approach to commissioning.
7. The authorities involved in the proposed project, as listed above, have welcomed a regional approach for the required commissioning and Staffordshire County Council's Director of Children's Services has proposed that Staffordshire County Council lead on the new procurement project.
8. The commissioning of supported accommodation is subject to the "Light Touch Regime" of the Public Procurement Regulations 2015, it provides us the flexibility to model the Flexible Framework Agreement to meet the requirements of the contracting authorities. In order to help manage the market and provide flexibility in the choice of providers an aim of the project is to open the proposed framework agreement every 2 years to allow new entrants.
9. In a review of the options for commissioning the required supported accommodation the West Midlands Strategic Commissioning Network considered the following:

- a. Regional 4 year framework agreement, open every two years with an option to extend for a further 2 years;
- b. Open Contract (Dynamic Purchasing System);
- c. Block contract;
- d. No regional contract.

10. Option A:

- a. The proposed flexible framework agreement would keep the number of providers manageable and also encourage Councils and CATs to work with the providers more closely. It would also allow for new entrants to join if it was decided that a wider choice of provider was needed. One of the draw backs of the current framework was that there was no option for new providers to join. This option would negate this and ensure we could have the opportunity to work with new providers.

11. Option B

- b. Although providers would be able to join on an ongoing basis, the option would not promote competition and exclusiveness of being on the framework. Considerable amount of resource would also be needed to add new entrants. This would not encourage Council's or Trusts to work with current providers in the market. In addition to this it would reduce economies of scale for providers in order to provide best value, as demand would be spread over too many providers.

12. Option C

- c. Each Council or CAT have different requirements and a block contract would not meet the needs of all. There is an inherent risk of blocks in that void placements are possible. However, the proposed project framework would have the ability for Councils and Trust if they wish to do so, to develop a block contract using the pre-qualification process of the framework.

13. Option D

- d. Do nothing, i.e. no regional contract would leave Councils and Trusts very vulnerable with little leverage over the market, with little choice but to spot purchase placements as and when required. Doing so would risk a poorer quality service and also paying higher prices as there will be no mechanism to manage costs.

- 14. Option A, was the preferred option and, as outlined above, it pursues a regional approach and allows new entrants onto the contract every 2 years promoting competition and choice.

**Community Impact Assessment**

- 15. It is envisaged the proposed commissioning project will provide overall benefits in terms of jobs and opportunities for the local community. When working with more

vulnerable and complex children and young people in society there are potential issues around anti-social behaviour, however, this will be mitigated against by community work by the providers but also engagement by the Councils and CATs in the local community, including police where necessary.

### **Legal Implications**

16. There are no legal implications, as we will be working in accordance with EU procurement law and working within Public Contract Regulations 2015.

### **Resource and Value for Money Implications**

17. The Council currently spends approximately £3.6m per annum on supported accommodation for young people leaving care with approximately 104 placements at any one time. This expenditure is set against the already existing Independent Sector Placement budget. As fees have remained static for the last 4 years, there is likely to be an increase. However, it is hoped a West Midlands region wide approach to commissioning will help to manage these costs with leverage from the region and the economies of scale that will be achieved.
18. Supported Accommodation is used to provide much needed accommodation for children and young people between 16 and 17 years old. However, it is often used as a transition, in order to prepare young people for independent living. With the average cost of a supported accommodation placement being £800 per week and residential care of £3,800 per week, if a young person moves from residential care to supported accommodation this can provide the Council with a saving of £156,000 per annum per child for whom supported accommodation is provided. In 2019/20 there were 20 children that moved from residential care to supported accommodation. It is hoped that the proposed project will provide Staffordshire County Council with the opportunity to increase those savings. .
19. If Cabinet decided against any of the options, it would need to provide all the required supported accommodation placements by way of spot purchases as and when required. That would undoubtedly lead to higher fees than otherwise as, effectively, the Council would have little (if any) choice as to placements at the specific point that the individual placements were required. The proposed framework will have tendered fees and agreed terms and conditions, and therefore will provide certainty around fees and a more managed approach.
20. The aim of the proposed option is to ensure good quality provision. By having a 60% quality and 40% price split will ensure that by ensuring we provide better outcomes, therefore increasing stability and thus overall value for money. There will be some cost implications for leading the contract, in terms of legal costs, however, the Council will be seeking contributions from all Councils and CATs who are party to the contract.

### **List of Background Documents/Appendices:**

Appendix 1 – Timeline

Community Impact Assessment – Summary Document

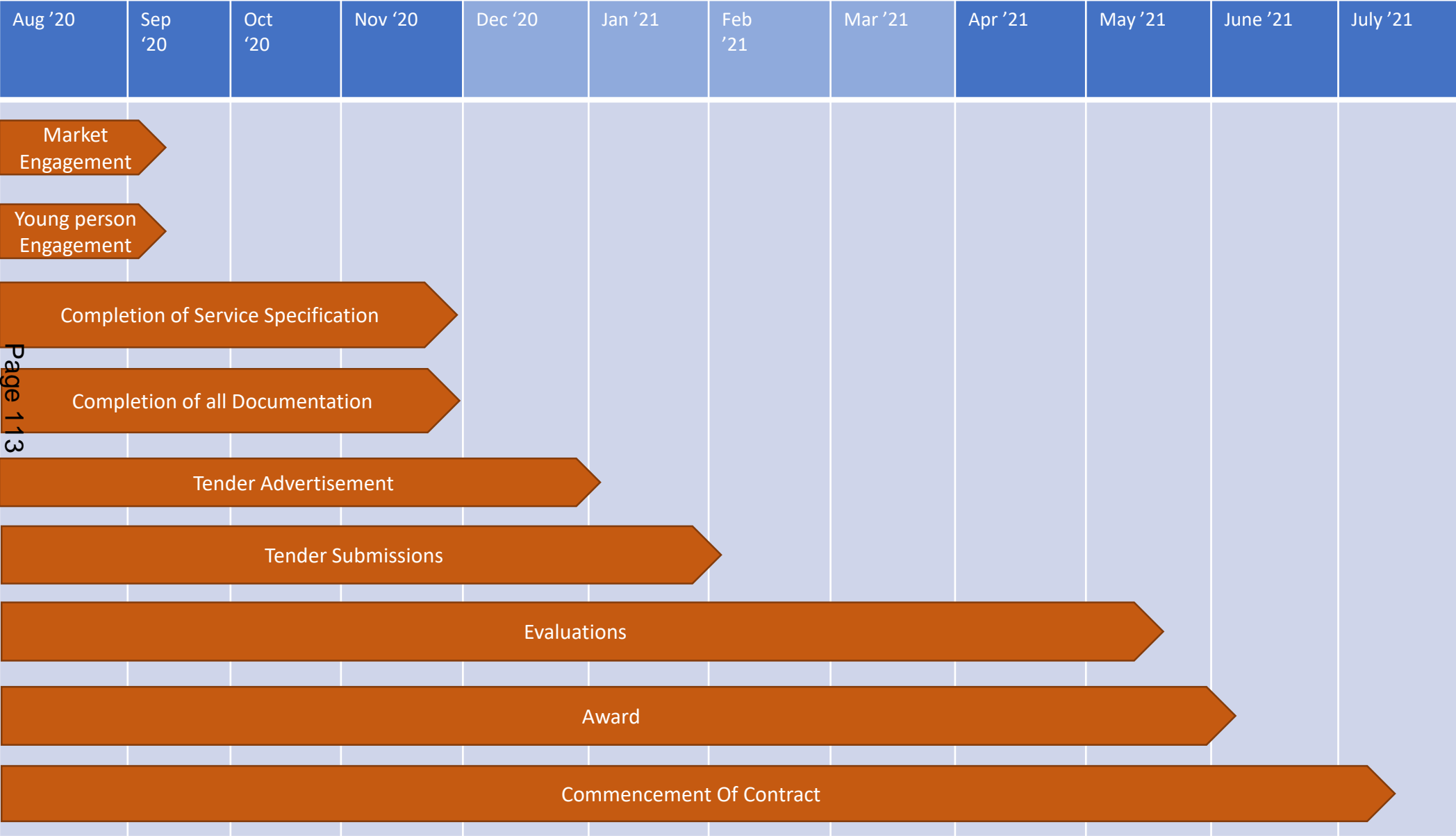


## Contact Details

**Assistant Director:** Deborah Ramsdale, Assistant Director for Looked After Children & Disability Services

**Report Author:** Mr Shahid Munir  
**Job Title:** Business Relations Manager  
**Telephone No.:** 07811 457 274  
**E-Mail Address:** [shahid.munir@staffordshire.gov.uk](mailto:shahid.munir@staffordshire.gov.uk)









Staffordshire  
County Council

## **Community Impact Assessment Checklist and Executive Summary**

### **Name of Proposal:**

West Midlands Regional Supported Accommodation Contract (16-21 year olds) (12<sup>th</sup> July 2021 to 11<sup>th</sup> July 2025) with an option to extend for a further 2 years (12<sup>th</sup> July 2025 to 11<sup>th</sup> July 2027)

### **Project Sponsor:**

Deborah Ramsdale, Assistant Director, Looked After Children & Disability Services

### **Project Manager:**

Shahid Munir – Business Relations Manager

### **Date Completed:**

**10/09/20**

## 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 <b>potential impacts are clearly identified and mitigated for</b> (where possible).	Yes	
The <b>aims, objectives and outcomes</b> of the policy, service or project have been clearly identified.	Yes	
The <b>groups</b> who will be affected by the policy, service or project have been clearly identified.	Yes	
The <b>communities</b> that are likely to be more adversely impacted than others have been clearly identified.	Yes	Local Communities may be impacted via anti-social behaviour. Where issues arise, the provider will engage with local communities, Police and Council.
Engagement / consultation has been undertaken and is representative of the residents most likely to be affected.	Yes	Market Engagement and Young People Engagement has been undertaken.
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	Market Engagement & Young People Engagement
The CIA <b>evidences</b> 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	Project timeline developed

## 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.

	<b>Which groups will be affected?</b>	<b>Benefits</b>	<b>Risks</b>	<b>Mitigations / Recommendations</b>
<b>PSED</b>				
<p>What are the impacts on residents with a protected characteristic under the Equality Act 2010? 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.</p>	<p>ALL, predominately 16-17 year olds but there is an opportunity to extend to provision 16-21 years if required.</p>	<p>The service is accessible to all young people with protected characteristics.</p>	<p>The service is unable to support young people with a severe disability.</p>	<p>All children who are deemed appropriate via a matching process will receive a service, apart from children with severe disabilities as there is already an existing and more appropriate services.</p>
<p><b>Health and Care</b></p> <p>How will the proposal impact on residents' health? How will the proposal impact on demand for or access to social care or health services?</p>	<p>Young people</p>	<p>The service will provide additional capacity and choice to provide social care as a supported accommodation placement.</p>	<p>N/A</p>	<p>Seek to access commissioned social care services or universal health services where appropriate.</p>
<p><b>Economy</b></p> <p>How will the proposal impact on the economy of Staffordshire or impact on the income</p>	<p>General public</p>	<p>The service could provide local job opportunities</p>	<p>N/A</p>	<p>Local employment of staff will be encouraged.</p>

	<b>Which groups will be affected?</b>	<b>Benefits</b>	<b>Risks</b>	<b>Mitigations / Recommendations</b>
of Staffordshire's residents?				
<b>Environment</b> How will the proposal impact on the physical environment of Staffordshire? Does this proposal have any Climate Change implications?	SCC staff	More local provision will mean less travelling for all including professionals including social work teams	N/A	
<b>Localities / Communities</b> How will the proposal impact on Staffordshire's communities?	Neighbourhood impact	Young people inclusion in the community.  Local provision provides local opportunities	Complaints and objections from neighbours  Increase Police call out	Liaise with the community and Police when appropriate.



**Cabinet – 21 October 2020**

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**Decisions Taken by Cabinet Members under Delegated Powers**

**Recommendation of the Leader of the Council**

1. That the decisions taken by Cabinet Members under delegated powers, as detailed in paragraph 3 below, be noted.

**Report of the Director of Corporate Services**

**Reasons for Recommendations**

2. To inform Cabinet of recent decisions taken by Cabinet Members under delegated powers.

**Background**

3. Cabinet are requested to note the following decisions taken by Cabinet Members under delegated powers:

<b>Cabinet Member</b>	<b>Decision</b>
Cabinet Member for Children and Young People	In approving the payment of compensation to a family where, following an investigation by the Local Government & Social Care Ombudsman, the Council have been advised that fault was found, leading to injustice to family

**Report author:**

Author's Name: Mike Bradbury  
 Telephone No: (01785) 276133

**List of Background Papers - Cabinet Members Delegated Decision No. 510**



## FORWARD PLAN OF KEY DECISIONS

**Period: 18 November 2020 - 17 March 2021**

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](mailto: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 – Alan White  
Deputy Leader and Cabinet Member for Economy and Skills – Philip White  
Cabinet Member for Health, Care and Wellbeing – Johnny McMahon  
Cabinet Member for Finance and Resources – Mike Sutherland  
Cabinet Member for Highways and Transport – David Williams  
Cabinet Member for Children and Young People – Mark Sutton  
Cabinet Member for Education (and SEND) – Jonathan Price  
Cabinet Member for Commercial – Mark Deaville  
Cabinet Member for Communities and Culture – Victoria Wilson  
Cabinet Member for Environment, Infrastructure and Climate Change – Julia Jessel

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](http://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**

**Forward Plan of Key Decisions**  
**Period: 18 November 2020 - 17 March 2021**

**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
November 2020	Public	<p><b>Adult Learning Disability 2022 Community Offer: Update on Learning Disability Services Directly Provided by Staffordshire County Council (Johnny McMahon)</b></p> <p>Update on progress of October 2019 recommendations taking into account the implications of COVID-19.</p>		N/A	<p>Andrew Jepps (Tel: 01785 278557)</p> <p><b>Service Area:</b> Adult Social Care and Safeguarding</p>
November 2020	Private	<p><b>Children's and Families (including SEND) System Transformation – Update (Jonathan Price, Mark Sutton)</b></p> <p>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.</p>		N/A	<p>Janene Cox (Tel: (01785) 278368)</p> <p><b>Service Area:</b> Children's Services and SEND</p>
December 2020	Public	<p><b>Mitigation Plans for Cannock Chase Special Area of Conservation (Victoria Wilson)</b></p> <p>To consider proposals to mitigate the impacts</p>		N/A	<p>Janene Cox (Tel: (01785) 278368)</p> <p><b>Service Area:</b> Rural County</p>

Anticipated Date of Decision	Public or Private Decision	Title and Description	Background Documents	Consultation	Contact Officer
		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.			
December 2020	Public	<p><b>West Midlands Rail Ltd (WMRL) - Governance Evolution (Philip White)</b></p> <p>Staffordshire County Council has been an active member of West Midlands Rail Ltd (WMRL) since its establishment and has enabled the County Council to have greater local influence and involvement over local rail services including the specification and ongoing management of the West Midlands Rail Franchise. WMRL and trading as West Midlands Rail Executive (WMRE) has developed a strong reputation and has been effective at promoting and delivering change and investment in the region's rail network. However, there is a desire for WMRL to evolve its existing governance arrangements and strengthen its relationship with the Mayor of the West Midlands. This will help to increase its ability to achieve its policy aims and continue to deliver local leadership for local rail services by working with the rail industry to deliver a step change in rail services across the WMRL geography. The proposed amendments include:</p> <ul style="list-style-type: none"> <li>• Changes to the Articles of Association, which in summary permit for the Mayor of the West Midlands to become a non-Director, non-voting Chair of</li> </ul>		N/A	<p>Clive Thomson (Tel: 01785 276522)</p> <p><b>Service Area:</b> Sustainable and Connected County</p>

Anticipated Date of Decision	Public or Private Decision	Title and Description	Background Documents	Consultation	Contact Officer
		<p>WMRL, and also for the creation of two new Vice Chair roles. • The delegation of the powers described in 3.1(i) of the WMRL Articles of Association to the Mayor as Chair of WMRL. This is a wide power that will enable the Mayor as Chair to represent and publicise WMRL through lobbying and related activities and survey to advance WMRL's purpose. As required under the Articles of Association any such changes can only be amended by a Special Resolution of the Members eligible to vote. Under the provisions of the Articles, these Members are defined as the Local Transport Authorities (LTAs). This means the seven Shire and Unitary authorities (Staffordshire, Worcestershire, Warwickshire, Herefordshire, Shropshire, Telford and Wrekin and Northamptonshire) and the West Midlands Combined Authority. Following an approval in principle by the WMRL Board of Directors on 15th September 2020 to the proposed changes to the Articles, it is now necessary for these governance changes to be taken through the individual governance requirements of each of the respective Members as defined above. For Staffordshire County Council to secure approval to cast its vote in favour of the special resolution required under the WMRL Articles of Association to enable the authorisation of the proposed changes to their governance (scheduled to be taken on 19th January 2021</p>			

Anticipated Date of Decision	Public or Private Decision	Title and Description	Background Documents	Consultation	Contact Officer
		at a special meeting of the Board), a decision is required to be made by Staffordshire County Council Cabinet no later than end of December 2020.			
December 2020	Public	<b>Strategic Plan and Medium Term Financial Strategy 2021 - 2026 (Cabinet Member for Finance and Resources (Mike Sutherland))</b> To update Cabinet with progress on the Strategic Plan and Medium Term Financial Strategy.		In addition to the general budget consultation, any specific consultation, if appropriate, will be determined by the nature of any issues raised in the Strategic Plan and Medium Term Financial Strategy	Rachel Spain (Tel: 01785 854455) <b>Service Area:</b> Finance
December 2020	Public	<b>Communities Principle Update (Cabinet Member for Communities and Culture (Victoria Wilson))</b> Update on the Communities principle and associated plans		None at this stage	Andrew Donaldson, Janene Cox (Tel: 01785 278399, Tel: (01785) 278368) <b>Service Area:</b> Corporate
December 2020	Public	<b>SEND Strategy (Jonathan Price)</b> The new SEND and Inclusion Strategy sets out our vision for people with Special Educational Needs in Staffordshire. Cabinet will be asked to consider approval of the new Strategy, noting the engagement and consultation process completed during its development, and subsequent to this to support implementation of the Strategy, and		Parents, Professionals, Children and Young People	Julie Day (Tel: 01785 895372) <b>Service Area:</b> Vulnerable Learners

Anticipated Date of Decision	Public or Private Decision	Title and Description	Background Documents	Consultation	Contact Officer
		ensure that it is used to inform commissioning of services.			
December 2020	Public	<p><b>North Staffordshire Ministerial Direction for Nitrogen Dioxide - Project Update (Julia Jessel, David Williams)</b></p> <p>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.</p>		N/A	<p>Clive Thomson (Tel: 01785 276522)</p> <p><b>Service Area:</b> Connected and Sustainable County</p>
December 2020	Private	<p><b>Waste Disposal Arrangements in the North of Staffordshire from 2025 (Julia Jessel, Mark Deaville)</b></p> <p>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 future.</p>		None	<p>Clive Thomson (Tel: 01785 276522)</p> <p><b>Service Area:</b> Sustainability and Waste Management</p>
January 2021	Public	<p><b>Strategic Plan and Medium Term Financial Strategy 2021 - 2026 (Cabinet Member for Finance and Resources (Mike Sutherland))</b></p> <p>To update Cabinet with progress on the</p>		In addition to the general budget consultation, any specific	<p>Rachel Spain (Tel: 01785 854455)</p> <p><b>Service Area:</b></p>



Anticipated Date of Decision	Public or Private Decision	Title and Description	Background Documents	Consultation	Contact Officer
		Strategic Plan and Medium Term Financial Strategy.		consultation, if appropriate, will be determined by the nature of any issues raised in the Strategic Plan and Medium Term Financial Strategy.	Finance
January 2021	Private	<b>Contract for the Supply of Gas and Associated Services (Mark Deaville)</b> The contract covers the supply of gas and associates services to the SCC (20%) and Entrust (80%) portfolio. The spend value is estimated at £5m per year across 800 supply points.		N/A	Ian Turner (Tel: 01785 277228) <b>Service Area:</b> Commercial and Assets
January 2021	Public	<b>Strategic Plan and Medium Term Financial Strategy 2021 - 2026 (Cabinet Member for Finance and Resources (Mike Sutherland))</b> To update Cabinet with progress on the Strategic Plan and Medium Term Financial Strategy.		In addition to the general budget consultation, any specific consultation, if appropriate, will be determined by the nature of any issues raised in the Strategic Plan and Medium Term Financial Strategy	Rachel Spain (Tel: 01785 854455) <b>Service Area:</b> Finance
February 2021	Public	<b>Integrated Performance Report 2020-21 - Quarter 3 (Alan White, Mike Sutherland)</b> This Quarterly Integrated Performance Report provides an overview of Staffordshire County Council's progress, performance and financial		N/A	Andrew Donaldson, Rob Salmon (Tel: 01785 278399, Tel: (01785) 27

Anticipated Date of Decision	Public or Private Decision	Title and Description	Background Documents	Consultation	Contact Officer
		position in delivering against our Strategic Plan.			6354) <b>Service Area:</b> Corporate Services
February 2021	Public	<b>Climate Change Action Plan Update (Julia Jessel)</b> An update for Cabinet on the delivery of the County Council's Climate Change Action Plan.		N/A	Tim Cooper (Tel: 01785 276204) <b>Service Area:</b> Economy, Infrastructure and Skills

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of Part 1 of Schedule 12A  
of the Local Government Act 1972

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