

Cabinet

Wednesday 17 February 2021

10:00

Virtual Meeting via Microsoft Teams

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
9 February 2021

A G E N D A

1. **Apologies**
2. **Declarations of Interest in accordance with Standing Order 16**
3. **Decision notices of the meetings held on:** (Pages 1 - 12)
 - 20 January 2021
 - 27 January 2021
4. **Leader's Update**

Oral report of the Leader of the Council
5. **Minutes of the meeting of the Property Sub-Committee held on 3 February 2021** (Pages 13 - 14)
6. **Update from COVID-19 Member Led Local Outbreak Control Board** (Pages 15 - 16)
7. **Staffordshire Means Back to Business - TO FOLLOW**

Deputy Leader and Cabinet Member for Economy and Skills
8. **Climate Change Strategic Development Framework** (Pages 17 - 36)

Cabinet Member for Environment, Infrastructure and Climate Change
9. **Implementation of the updated Staffordshire County Council Education Infrastructure Contributions Policy (SEICP)** (Pages 37 - 82)

Cabinet Member for Education (and SEND)
10. **SEND Strategy** (Pages 83 - 102)

Cabinet Member for Education (and SEND)

11. **Staffordshire History Centre: National Lottery Heritage Fund - Round Two Submission** (Pages 103 - 122)
Cabinet Member for Communities and Culture
12. **Digital First – Update and Plan for the Digital Principle** (Pages 123 - 156)
Cabinet Member for Finance and Resources
13. **Integrated Performance Report 2020-21 - Quarter 3** (Pages 157 - 194)
Leader of the Council and Cabinet Member for Finance and Resources
14. **Supportive Communities - Update and Delivery Plan 2021/22** (Pages 195 - 222)
Cabinet Member for Health, Care and Wellbeing
15. **Decisions taken by Cabinet Members under Delegated Powers** (Pages 223 - 224)
16. **Forward Plan of Key Decisions** (Pages 225 - 228)
17. **Exclusion of the Public**

The Chairman to move:-

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

PART TWO

(All reports in this section are exempt)

18. **Specialist Education Provision for Pupils with Education, Health and Care Plans (EHCPs) Aged 11-19 Years** (Pages 229 - 268)

(Exemption paragraph 3)

Cabinet Member for Education (and SEND)

Membership	
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

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

DECISION NOTICE

Cabinet Meeting - 20 January 2021

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

PART ONE

68. Decision notice of the meeting held on 6 January 2021

Decision – That the notes of the meeting held on 6 January 2021 be approved.

69. Leader's Update

Decision – That the oral report of the Leader of the Council giving an update on a range of issues including the nationwide Covid-19 vaccination roll out, commencing with people over 70 and the clinically extremely vulnerable; the opening of eight new testing centres across the county for people without symptoms; the Council's on-going work to support Staffordshire businesses, safeguard jobs, creating new apprenticeships and helping people back into the workplace; progress on the Lichfield Southern Bypass and Stafford Western Access Routes – two major schemes that will reduce congestion and unlock land for new business and housing; the recent announcement by Asos that they will be building a new £90m distribution centre in Lichfield, creating up to 2,000 jobs; and the outstanding work our teachers, school staff and early years providers are doing to care for the youngest children in Staffordshire and keep schools open for the children of key workers as well as vulnerable children, at the same time as supporting the majority of children to keep learning at home; be noted.

70. Minutes of the meeting of the Property Sub-Committee held on 6 January 2021

Decision – That the minutes of the meeting of the Property Sub-Committee held on 6 January 2021 be received.

71. 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 country entering in a third national lockdown following a rapid and substantial rise in the number of cases of Covid-19 in large part due to the emergence of a new and more infectious strain of the virus; the number of cases in Staffordshire during the first half of January 2021 being higher than at any point during the pandemic; the increased pressure on the NHS with almost half of hospital beds given over to care of Covid-19 patients; the rolling out of the Covid-19 vaccination (with the priority groups for vaccination being people over 70, care home residents and

staff; all other health and care workers, and people deemed ‘clinically extremely vulnerable’); and the Council’s continuing efforts to prevent and control the spread of the virus including testing for people without symptoms being available to all residents with at least one site in each district and borough.

Decision – That the report be received.

72. Staffordshire Means Back to Business: Investing in our Economy



“It is critical that as a county council we continue to prioritise support for small businesses and people whose jobs or employment prospects have been impacted by the pandemic.

In an area like Staffordshire that has a county council plus district and borough councils with their own COVID-19 funding this support is far more effectively delivered by close collaborative working between councils and a range of other partners to make our respective funding go further. We hope that our three new programmes will enable the Additional Restrictions Grant to reach more people affected by the pandemic. We owe it to businesses and communities to direct all available funding where it is needed most, and vitally to make it accessible as soon as possible.

The new programmes are designed to complement existing support schemes and cover gaps in the assistance already available. We look forward to working with colleagues across our districts and boroughs to get them off the ground imminently.”

Philip White, Deputy Leader and Cabinet Member for Economy and Skills

Reasons for the Decision – To consider the delivery of further investment in our economy, by the County Council and its partners, most notably through enhanced two tier working.


Decision – (a) That it be agreed that £862,000 of Staffordshire County Councils resources are made available to support the following activities:

- Staffordshire 500, Apprentices Wage Support (£500,000)
- Nil Cost Training for Employers Top Up Project (£104,000)
- Small Business “To Thrive” Financial Support (£150,000)
- Additional Capacity (up to £108,000)

(b) That authority be given to the Deputy Leader and Cabinet Member for Economy and Skills, in consultation with the Director for Economy, Infrastructure and Skills and the Director for Corporate Services, to amend the proposed allocations and capacity, in light

of ongoing discussions with Staffordshire's Districts and Boroughs within the envelope of resources allocated in (a) above.

73. Protecting Cannock Chase Special Area of Conservation for Future Generations

	<p>“Not only is Cannock Chase a place of outstanding natural beauty, it is a home of national and international significance to rare plants and wildlife. Staffordshire County Council has a legal and moral duty to protect that vulnerable flora and fauna while maintaining open access for increasing numbers of visitors.</p> <p>This investment of housebuilders' money over 15 years will improve trails, way signs and interpretation boards, carrying out conservation education in schools and influencing where people park so that we reduce footfall where the landscape and wildlife are most vulnerable and increase capacity where it is more robust.</p> <p>This way we can protect the very things that people come to enjoy, the very things that make Cannock Chase so special and so loved by those who know it”.</p> <p>Victoria Wilson, Cabinet Member for Communities and Culture</p>
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Reasons for the Decision – To consider proposals for Cannock Chase Special Area of Conservation (SAC) to mitigate impacts of recreational pressure associated with a growing resident population. The plans include a range of on-site measures across the Cannock Chase Area of Outstanding Natural Beauty (AONB) to reduce pressure on the most sensitive habitats, improve infrastructure and facilities in more robust locations and raise public awareness of the sensitivity of the site.

Decision – (a) That the proposed mitigation plans for Cannock Chase Special Area of Conservation (SAC) be noted.

(b) That the recommended approach and proposed scheme of delegation (as follows) be agreed:

- (i) Operational delivery to be overseen by the Assistant Director - Culture, Rural and Safer Communities; and
- (ii) Agreement of options appraisal / feasibility study outcomes for Chase Road and Marquis Drive by delegated decision by the appropriate Cabinet Member in consultation with the Deputy Chief Executive and Director for Families and Communities.

74. Decisions taken by Cabinet Members under Delegated Powers

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

Cabinet Member	Decision
Cabinet Member for Children and Young People	In approving proposals for the usage of the COVID-19 Winter Grant Scheme

75. Forward Plan of Key Decisions

The Forward Plan of Key Decisions for the period 17 February to 16 June 2021, which detailed the following issues, was approved:

Subject Matter	Contact
Supportive Communities - Update and Delivery Plan 2021/22	Name: Andrew Donaldson Tel: (01785) 278399
Staffordshire History Centre: National Lottery Heritage Fund - Round Two Submission	Name: Janene Cox Tel: (01785) 278368
Implementation of the updated Staffordshire County Council Education Infrastructure Contributions Policy (SEICP)	Name: Tim Moss Tel: (01785) 277963
Digital First – Update and Plan for the Digital Principle	Name: Andrew Donaldson Tel: (01785) 278399
Climate Change Action Plan Update	Name: Tim Cooper Tel: (01785) 276204
SEND Strategy	Name: Julie Day Tel: (01785) 895372
Integrated Performance Report 2020-21 - Quarter 3	Name: Andrew Donaldson/ Rob Salmon Tel: (01785) 278399/ 276354
Specialist Education Provision for Pupils with Education, Health and Care Plans (EHCPs) Aged 11-19 Years	Name: Tim Moss Tel: (01785) 277963
Waste Disposal Arrangements in the North of Staffordshire from 2025	Name: Clive Thomson Tel: (01785) 276522
Capital Programme for Schools 2021/2022	Name: Ian Turner Tel: (01785) 277228
Highways and Transport Capital Programme 2021/22	Name: James Bailey Tel: (01785) 276591
Re-Procurement of the Household Waste Recycling Centre Contract	Name: Clive Thomson Tel: (01785) 276522
Integrated Performance Report 2020-21 - Quarter 4	Name: Andrew Donaldson/ Rob Salmon Tel: (01785) 278399/

	276354
Recommissioning of Care Home Services	Name: Helen Trousdale Tel: (01785) 277008

76. 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

77. Dementia Centres of Excellence
(Exemption paragraph 3)

Reasons for the Decision – To consider the arrangements for the provision of support for people with dementia throughout all stages of the progression of the condition.

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

78. Contract for the Supply of Gas and Associated Services
(Exemption paragraph 3)

Reasons for the Decision – To consider arrangements for the procurement of the supply of Gas and Ancillary Services for the period 1 April 2021 to 31 March 2025.

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

Alan White
Leader of the Council

DECISION NOTICE

Cabinet Meeting - 27 January 2021

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 Colin Greatorex

PART ONE

79. Strategic Plan and Medium Term Financial Strategy 2021 - 2026



“As Staffordshire works to recover from the effects of the pandemic this council is directing all of its resources to help people and business get moving again. In the year ahead we will be listening to Staffordshire people to act on the issues that matter most to them, while continuing to invest time and money in those things in our communities that support people to help themselves and one another.

The county council continues to invest in physical and electronic infrastructure and promoting Staffordshire, so that our economy can prosper and generate more jobs and opportunities. This investment will also ensure growing communities have everything they need including school places, transport links and superfast broadband connections.

At the same time, we are determined to keep improving education and training in Staffordshire so that people can flourish at school or later in life, support families so that they can remain together safely and inspire residents to live healthy, independent lives.”

Alan White, Leader of the Council



“The global pandemic of 2020 affected the running of this authority in many ways, including reassigning staff to delivering food parcels and PPE, delaying planned savings programmes and reducing the amount of council tax and business rates collected. At the same time, we spent more than we have received in emergency support from central Government to help residents and businesses through the crisis.

	<p>Nonetheless, we are a stable, well-run authority and delivering value for money to our taxpayers is at the core of everything we do. Accordingly, we are able to carry on looking after residents now, while investing in Staffordshire’s communities, education and infrastructure for the future.</p> <p>In saying that, our financial challenges remain. In 2021/22 this authority will spend £346 million, approximately two thirds of its budget, on social care and child protection. The growing demand in this sector is a national challenge rather than a local one and we need central Government to take the lead on finding sustainable long-term solutions.”</p> <p>Mike Sutherland, Cabinet Member for Finance</p>
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Reasons for the Decision – To consider the Medium Term Financial Strategy (MTFS) for the period 2021-2026 and the draft budget for 2021/22.

Decision – (a) That, in respect of the Strategic Plan:

- (i) The progress made regarding the update of the Strategic Plan 2018-2022 be noted and that it be referred to the County Council for approval on 11 February 2021; and
- (ii) That the Leader of the Council and Chief Executive be authorised to finalise the details of the Strategic Plan 2021/22 prior to final publication to ensure that it reflects any changes to the management and accountability structures of the County Council as part of the organisation’s transformation.

(b) That, in respect of the Medium Term Financial Strategy (MTFS) 2021-26 and the 2021/22 revenue budget:

- (i) That the updates to the financial plans as set out in this report be noted;
- (ii) That the comments of the County Treasurer on the adequacy of reserves and robustness of the budget be noted and that the County Council be asked to take note of these comments when considering the budget and council tax;
- (iii) That the comments and recommendations of the Corporate Review Committee and the Executive’s response thereto be noted;
- (iv) That it be recommended to the County Council on 11 February 2021 that they consider and approve the following:
 - A net revenue budget of £530.296m for 2021/22;
 - Planning forecasts for 2022/23 to 2025/26 as set out in Appendix 12 to the report;

- A contingency provision of £5.000m for 2021/22;
- A net contribution from reserves and general balances of £6.255m for 2021/22;
- A budget requirement of £529.245m for 2021/22;
- A council tax requirement of £388.150m for 2021/22;
- A council tax at Band D of £1,360.62 for 2021/22 which is an increase of 4.99% when compared with 2020/21;
- This results in council tax for each category of dwelling as set out in the table below:

Category of dwelling	Council Tax rate £
Band A	907.08
Band B	1,058.26
Band C	1,209.44
Band D	1,360.62
Band E	1,662.98
Band F	1,965.34
Band G	2,267.70
Band H	2,721.24

- That the County Treasurer be authorised to sign precept notices on the billing authorities respectively liable for the total precept payable and that each notice states the total precept payable and the council tax in relation to each category of dwelling as calculated in accordance with statutory requirements;
- The Financial Health Indicators set out in Appendix 11 to the report;

(v) That it be recommended to the County Council on 11 February 2021 that they consider and approve the following recommendations which are included within the Capital and Minimum Revenue Provision Strategy 2021/22, the Treasury Management Strategy 2021/22 and the Commercial Investment Strategy 2021/22 (as set out in Appendices 10a to 10c to the report):

- Approve the Minimum Revenue Policy for 2021/22 as contained within the Capital and Minimum Revenue Provision Strategy 2021/22 (as set out in in Appendix 10a to the report);
- Approve the Prudential Indicators within the Capital and Minimum Revenue Provision Strategy 2021/22 (as set out Appendix 10a to the report);
- Approve the 2021/22 Treasury Management Strategy, based on the 2017 CIPFA Codes (Prudential Code and Treasury Management Code), and 2018 MHCLG

Guidance (on Local Government Investments and on Minimum Revenue Provision);

- Adopt the Annual Investment Strategy (AIS) 2021/22 as detailed in paragraphs 60 to 107 and Annex A and Annex B of the Treasury Management Strategy 2021/22 (Appendix 10b to the report);
- Approve the policies on reviewing the strategy, the use of external advisors, investment management training and the use of financial derivatives as described in paragraphs 109 to 119 of the Treasury Management Strategy 2020/21 (Appendix 10b to the report);
- Approve the proposed borrowing strategy for the 2021/22 financial year detailed in paragraphs 38 to 55 of the Treasury Management Strategy 2021/22 (Appendix 10b to the report);
- The Treasury Management Strategy recommendations will operate within the prudential limits set out in Annex C of the Treasury Management Strategy 2021/22 (Appendix 10b to the report) and will be reported to the Cabinet Member for Finance, with respect to decisions made for raising new long-term loans, early loan repayments and loan rescheduling;
- Approve the Commercial Investment Strategy for 2021/22 (as set out in Appendix 10c to the report) and note the circumstances under which commercial investments can be made;
- Approve the governance arrangements that are in place for proposing and approving commercial investments;
- Approve a maximum quantum for commercial investments of a further £20 million in 2021/22;
- Approve a maximum limit for an individual service investment loan of £10 million in 2021/22;
- Any upwards change in the amounts of the limits specified above relating to the maximum quantum for commercial investments and the maximum limit for an individual service investment loan be delegated to the County Treasurer in consultation with the Cabinet Member for Finance.

(vi) That the County Treasurer be authorised to adjust the contingency provision to reflect any grant and local taxation changes announced in the final 2021/22 Local Government Finance Settlement;

(vii) That the Cabinet Member for Finance and the County Treasurer be authorised to challenge Cabinet, the Senior Leadership Team and services to manage and deliver the current five-year plans and to identify further cost reductions and income generation opportunities, as appropriate.

Alan White
Leader of the County Council

Minutes of the Property Sub-Committee Meeting held on 3 February 2021

Present: Alan White (Chairman)

Mark Deaville
Julia Jessel

Jonathan Price
Philip White (Vice-Chairman)

Also in attendance: Mark Winnington

PART ONE

322. Declarations of Interest

There were no Declarations of Interest on this occasion.

323. Minutes of the Meeting held on 6 January 2021

RESOLVED – That the minutes of the meeting held on 6 January 2021 be confirmed and signed by the Chairman.

324. Proposed Leases to Academies

The Sub-Committee considered a report proposing the granting of a lease for the site of an Academy County for a 125 year period and at a peppercorn rental in line with the expectations of the Department for Education for those schools converting to Academy status.

RESOLVED – That approval be given to the granting of 125 year lease, at a peppercorn rental, for the site listed in the Schedule to the report.

325. 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.

326. Half Yearly Report on Activity of County Farms' Tenancies Panel - Exemption paragraph 3

The Sub-Committee considered the half yearly activity report by the County Farms Tenancies Panel from 1 July 2020 to 31 December 2020.

RESOLVED – That the report be noted.

327. Holding No. 47 Plardiwick Estate, Barnsbridge Farm, Gnosall, ST20 0EJ - Proposed Sale - Exemption paragraph 3

Details were submitted of the terms for the proposed sale of part of Holding No. 47 Plardiwick Estate, Barnsbridge Farm, Gnosall ST20 0EJ comprising of 52.98 acres.

RESOLVED – That approval be given to the sale of part of Holding Holding No. 47 Plardiwick Estate, Barnsbridge Farm, Gnosall ST20 0EJ comprising of 52.98 acres on the Terms indicated in the report.

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

328. Urgent Item - Newcastle under Lyme Children's Centre, Blackbank Road, Knutton ST5 6BX - Proposed Lease (Exemption paragraph 3)

Revision of proposals agreed by Property Sub-Committee on 7 October 2020.

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; the final details of the transaction to be delegated to the Assistant Director for Commercial and Assets.

Chairman

Local Members Interest
N/A

Cabinet - Wednesday 17 February 2021

Update from COVID-19 Member Led Local Outbreak Control Board

Introduction

1. The number of cases of Covid-19 across the country and in Staffordshire is falling but remain high, and the pressure on the NHS is ongoing. The third national lockdown is ongoing, and the Government has indicated that it is likely to continue for several more weeks.

Opportunities and challenges

2. The Covid-19 vaccination programme is making good progress and the NHS have now vaccinated over 200,000 people with a first dose. The vaccination programme is proceeding according to the priority groups defined by the Joint Committee for Vaccination and Immunisation, with those at highest risk from Covid-19 vaccinated first. It is important that we stick to the priority order to protect the most clinically vulnerable people as soon as we can, as supplies of vaccine are limited.
3. Most residents of care homes for older people and those aged 80 and above have already received their first dose. The NHS is now focusing on vaccinating frontline health and social care workers who provide care for clinically vulnerable people, as well as those aged 70-79, and individuals who are clinically extremely vulnerable. The next groups to be vaccinated are those aged 65-69 and individuals with a range of underlying health conditions.
4. The Council would like to thank Staffordshire residents and businesses for the sacrifices they have made during the pandemic and encourage everyone to continue our efforts to control the spread of the virus. Whilst the vaccination programme is ongoing it remains important that people follow the rules, including those who have been vaccinated. It will take many months to vaccinate the whole adult population and there remains a risk of a resurgence in cases, including new variants of the virus.
5. The Council and our partners continue our efforts to prevent and control the spread of the virus. We are supporting care providers, schools and businesses to prevent Covid-19; more and more testing is available for people with and without symptoms; and we are managing close to 1000 incidents on a day to day basis. We are also starting to give some thought to how we respond to Covid-19 in the longer term over the next few years.

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 17 February 2021

Climate Change Strategic Development Framework



Cllr Julia Jessel, Cabinet Member for Environment, Infrastructure and Climate Change said,

“Climate change is a huge issue which impacts all of us, both now and in the future. It is crucial that we take steps now to tackle climate change and its effects, so we can all look forward to a greener future for the county.

This framework reflects on the work we have done so far to tackle climate change in the county and sets out how we will achieve net zero carbon emissions by 2050. Everyone can play their part in reducing our carbon emissions. This will take years, not months, but I am confident that with all of our services taking action, and through our work with partners and the wider community, we will be able to reach this target.”

Report Summary:

The purpose of this report is to obtain Cabinet approval for the Climate Change Strategic Development Framework.

This document sets out, in simple terms, our approach to the complex challenge of achieving net carbon zero which is a legal requirement set by government in May 2019.

The document provides a refreshed carbon base line for the Authority, measured in 2018/19, so that the scale of the challenge is understood. It is intended that a system is put in place to monitor and report progress on an annual basis.

The framework also sets out the authority’s role in influencing both the local and national agenda, working with key stakeholders and ensuring that County Council Members are informed and seen as climate change champions for the community that they serve.

Recommendations

I recommend that Cabinet:

- a. Notes and approves (subject to any final minor changes required by the Cabinet Member for Environment, Infrastructure and Climate Change) the Authority’s Climate Change Strategic Development Framework document.
- b. Notes the progress that has been made in reducing the Authority’s carbon emissions since 1991.

- c. Notes the significant positive carbon reduction that has been made on the Authority's own carbon emissions since the declaration of the Climate Change Emergency in July 2019.

Local Members Interest
N/A

Cabinet – Wednesday 17 February 2021

Climate Change Strategic Development Framework

Recommendations of the Cabinet Member for Environment, Infrastructure and Climate Change

I recommend that Cabinet:

- a. Notes and approves (subject to any final minor changes required by the Cabinet Member for Environment, Infrastructure and Climate Change) the Authority's Climate Change Strategic Development Framework document.
- b. Notes the progress that has been made in reducing the Authority's carbon emissions since 1991.
- c. Notes the significant positive carbon reduction that has been made on the Authority's own carbon emissions since the declaration of the Climate Change Emergency in July 2019.

Report of the Director of Economy, Infrastructure and Skills

Reasons for Recommendations:

Background

1. The County Council has championed the climate change agenda for many years and our carbon reduction strategy, Green Shoots, published in 2011 built on previous commitments to this agenda.
2. In practical terms, actions taken by the authority over the last ten years such as, street light lamp replacement programmes, building energy efficiency, material reuse, minimising car business mileage, development of energy from waste and championing waste minimisation have all had a positive impact on the authority's carbon emissions.
3. With the setting of new legislation in May 2019 the UK became the first major economy to pass a law requiring the UK to bring all greenhouse gas emissions to net-zero by 2050. This means that the country needs to remove as much carbon from the atmosphere as it emits.
4. Following the publication of the new legislation the County Council committed itself to this agenda by declaring a climate change emergency, allocating specific funding to drive forward climate change plans and set up an all-party group to review progress made to date and suggest initial ideas to reduce the County Council's CO2 emissions further. This work resulted in the publication of a Climate Change Action

Plan in November 2020. The plan lists 22 initial actions which will be taken forward with progress being reviewed later in 2021. The Action Plan can be viewed [here](#).

Refresh of SCC Carbon Baseline

5. One of the activities within the Climate Change Action Plan was to review the authority's carbon baseline. In order to do this expert advice was obtained and it was agreed to use data from 2018/19 as this would provide the most comprehensive up to date position.
6. Establishing a baseline and ensuring consistent monitoring and review is complex at an organisational level. Previous authority carbon baselines have captured building and street light energy consumption, business mileage and highway management fleet emissions. The 2018/19 review extended the scope to include waste management and home to school transport CO₂ emissions. Both areas are under the direct control of the authority and so it was thought sensible to include in the new baseline.
7. The review of the authority's carbon base line established that in 2018/19 SCC's agreed measured activities contributed 50,651 tonnes of CO₂ to the atmosphere. Whist significant, this is less than the 94,060 tonnes (excluding waste and home to school transport) measured in 2011/12 and the 173,605 tonnes (excluding waste and home to school transport) measured in 1990.
8. Following the declaration of a Climate Change Emergency the authority switched to a green energy tariff for all its building and street lighting. The full benefit of this will be measured when all the data for 19/20 is available, but it is anticipated that a reduction of some 15,000 tonnes of CO₂ will have been made meaning that the authority's carbon emissions in 19/20 are likely to be in the region of 35,000 tonnes. This means that the previous target set by the authority in Green Shoots to emit less than or equal to 34,721 tonnes of CO₂ e by 2050 would have been delivered 30 years early, even though the authority's CO₂ scope has now been widened to include household waste disposal and commissioned home to school transport movements.
9. Although the above carbon reduction achievement is significant, it is recognised by the authority that it has been achieved, in part, by the academisation of schools meaning that some school energy consumption figures are no longer included. This fact plays into the important role of the authority to influence and assist where possible on reducing CO₂ emissions throughout Staffordshire. This is important as Staffordshire County Council's 2019/20 emissions are less than 1% of total emissions emitted in Staffordshire which are estimated at some 6m tonnes of CO₂ pa (2018/19 figures).

Climate Change Strategic Development Framework

10. To complement the Climate Change Action Plan and to provide an update to Green Shoots publication, a Climate Change Strategic Development Framework has been developed which is attached as Appendix 1.

11. The purpose of the document is to describe what has been achieved so far and set out how the authority will achieve net carbon zero by 2050. The document provides a background and context to this agenda and describes Staffordshire's climate change risks.
12. The framework explains our priority climate change themes which have been shaped by the all-party working group set up in 2020 and sets out our approach to delivery working both internally (staff and Members) and working with partners and the Staffordshire community.
13. Working with partners and the Staffordshire community is going to be critical to ensure that the wider benefits of tackling climate change are realised. These benefits include ensuring Staffordshire is more resilient to extreme weather events and public health gains from improved air quality and an increase in active travel. There will also be an opportunity to super-charge the green economy in Staffordshire linking in with local and national economic strategies.
14. Finally the document recognises the critical importance of reviewing progress towards our stated goal and it is intended to publish an annual report each year which will detail progress on the previous year's action plan and set out the agreed activities for the coming year.
15. A community impact assessment (CIA) has been undertaken for the Climate Change Framework and is attached as Appendix 2. The CIA identifies potential impacts and recommends mitigations which will need to be considered as work progresses on this important agenda.
16. It is acknowledged that the achievement of net carbon zero for the authority, and the wider Staffordshire community, is a marathon not a sprint and it is likely that further advances in technology will be required in order to achieve the end goal.

Legal Implications

17. The approval and publication of the Climate Change Strategic Development Framework provides an outline of the road map to net carbon zero which is now a legal obligation for all organisations to achieve by 2050.
18. The approval of the framework confirms the authority's commitment to achieving this legal commitment either by direct actions or working with key stakeholders and communities to achieve an improved environment for future generations.

Resource and Value for Money Implications

19. The carbon reductions achieved over the last 10 years have contributed to the authority's medium-term financial strategy (MTFS) by delivering substantial savings either by a reduction in energy use, reduction in raw material production and reduction in landfill tax.
20. It is likely that over the next 30 years additional funds will be required to pump prime carbon reduction initiatives and in some cases, particularly in the area of transport

emissions, further advances in technology and manufacturing will be required before solutions can be adopted which are affordable for the authority.

21. The authority has committed specific funds in its MTFS to push forward with the Climate Change agenda with £600,000 committed this financial year and a further £2m committed up to 2024/25.

List of Background Documents/Appendices:

Appendix 1 – Climate Change Strategic Development Framework

Appendix 2 – Community Impact Assessment

Contact Details

Report Author:	Clive Thomson
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Climate Change

Strategic
Development
Framework

Forward

“Climate change is a huge issue which impacts all of us, both now and in the future. It is crucial that we take steps now to tackle climate change and its effects, so we can all look forward to a greener future for the county.

“Since declaring a climate change emergency in 2019, we have made a firm commitment to achieve net zero carbon emissions by 2050. This means not only working with our own staff to identify how we can achieve this, but also supporting our partners and communities to do their bit towards a greener future too.

“This framework reflects on the work we have done so far, and sets out how we will achieve net zero carbon emissions by 2050”.

“Everyone can play their part in reducing our carbon emissions. This will take years, not months, but I am confident that with all of our services taking action, and through our work with partners and the wider community, we will be able to reach this target.”

County Councillor
Julia Jessel

Cabinet Member for Environment,
Infrastructure and Climate Change





Context & background

A 2018 report produced by The United Nations Intergovernmental Panel on Climate Change found that to limit global warming to 1.5 °C above pre-industrial levels, nations need to achieve net zero carbon emissions by around 2050.

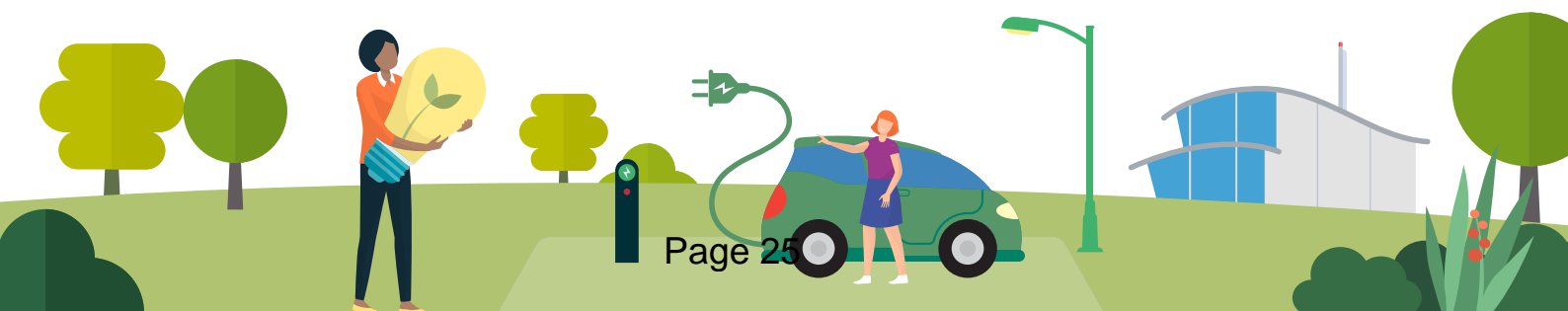
In 2019, the UK became the first major economy to pass a law requiring the UK to bring all greenhouse gas emissions to net-zero by 2050. This means that the country needs to remove as much carbon from the atmosphere as it emits.

Following this, Staffordshire County Council Members declared a Climate Change Emergency and made the commitment to achieve net zero carbon emissions by 2050.

An All-Member Working Group was established to develop a list of actions and a Cabinet role, with specific responsibility for Climate Change, was appointed in July 2020. An annual action plan has been put in place identifying key priorities for action. By initially focussing on an action plan, important issues can be tackled in a timely way as well as providing a strong foundation for the Strategic Framework. This will also inform an updated Climate Change Strategy for completion in 2021/22. The new strategy will build on the previous Staffordshire County Council strategies A Hard Rain 1 (2005) and A Hard Rain 2 (2007) and more recently Green Shoots in 2011.

Staffordshire County Council Climate Change Vision

Staffordshire County Council will achieve net zero carbon emissions by 2050. In doing this we will enhance the quality of life and well-being for our residents and provide a sustainable economy for businesses.



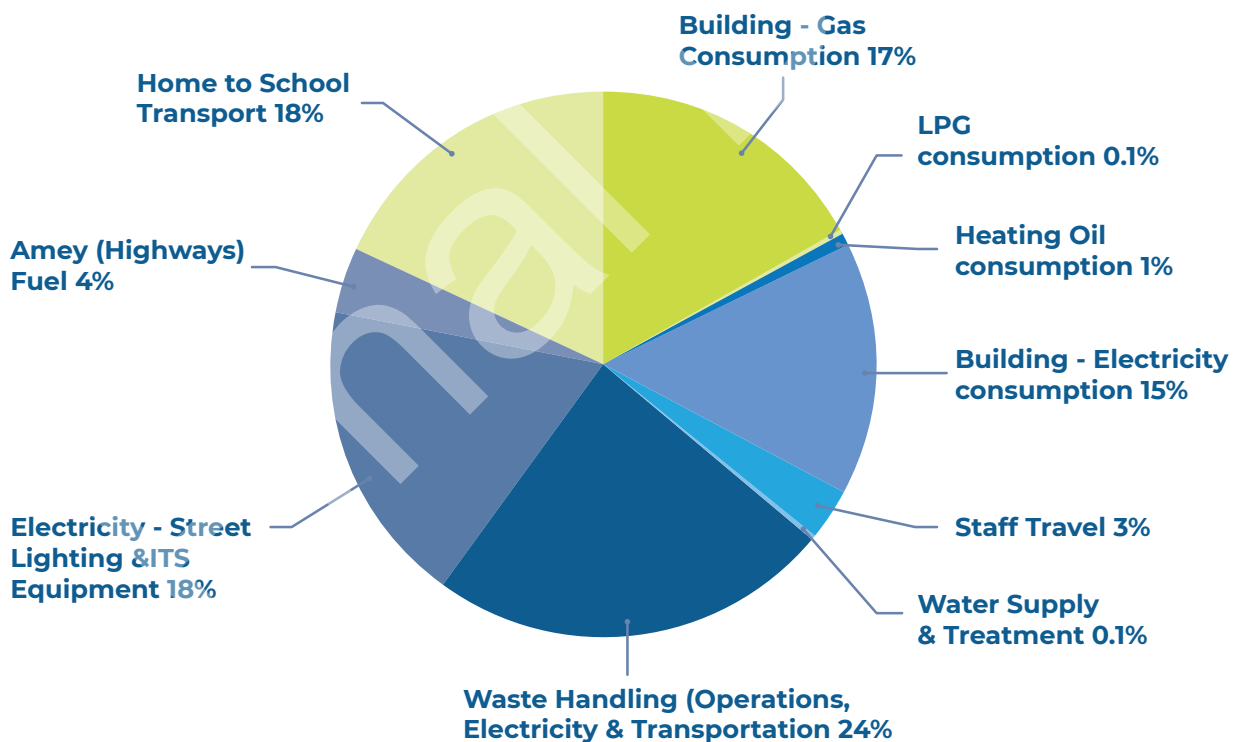
Staffordshire's climate change risks

For Staffordshire, climate change is likely to mean warmer wetter winters and hotter drier summers with more extreme weather events such as greater flooding and heatwaves. These changes are already being experienced, for example, in just 12 months between September 2019 – September 2020 the Council completed 70 formal flood investigations (an investigation being generally where 5 or more properties

flooded internally). The previous five years no more than 5 investigations were required in this period.

Each year the council monitors its carbon emissions. Buildings, waste and transport are the highest emitters and reducing emissions from these areas are high priorities, which are highlighted in our Climate Change Action Plan.

Staffordshire County Council Carbon Emissions by Area of Operation from the 2018/2019 Financial Year



We want to reduce our carbon emissions as much as possible, although we recognise that several of our services will continue to produce some emissions. To achieve our net zero vision, we will investigate options for carbon sequestration (removing carbon from our atmosphere by, for example, planting more trees) where the carbon

emissions cannot be reasonably reduced any further.

To achieve a resilient county, we not only need to look at ways to reduce carbon emissions, but also to adapt to the changing climate. We will identify ways to better prepare for the changing climate and extreme weather events.

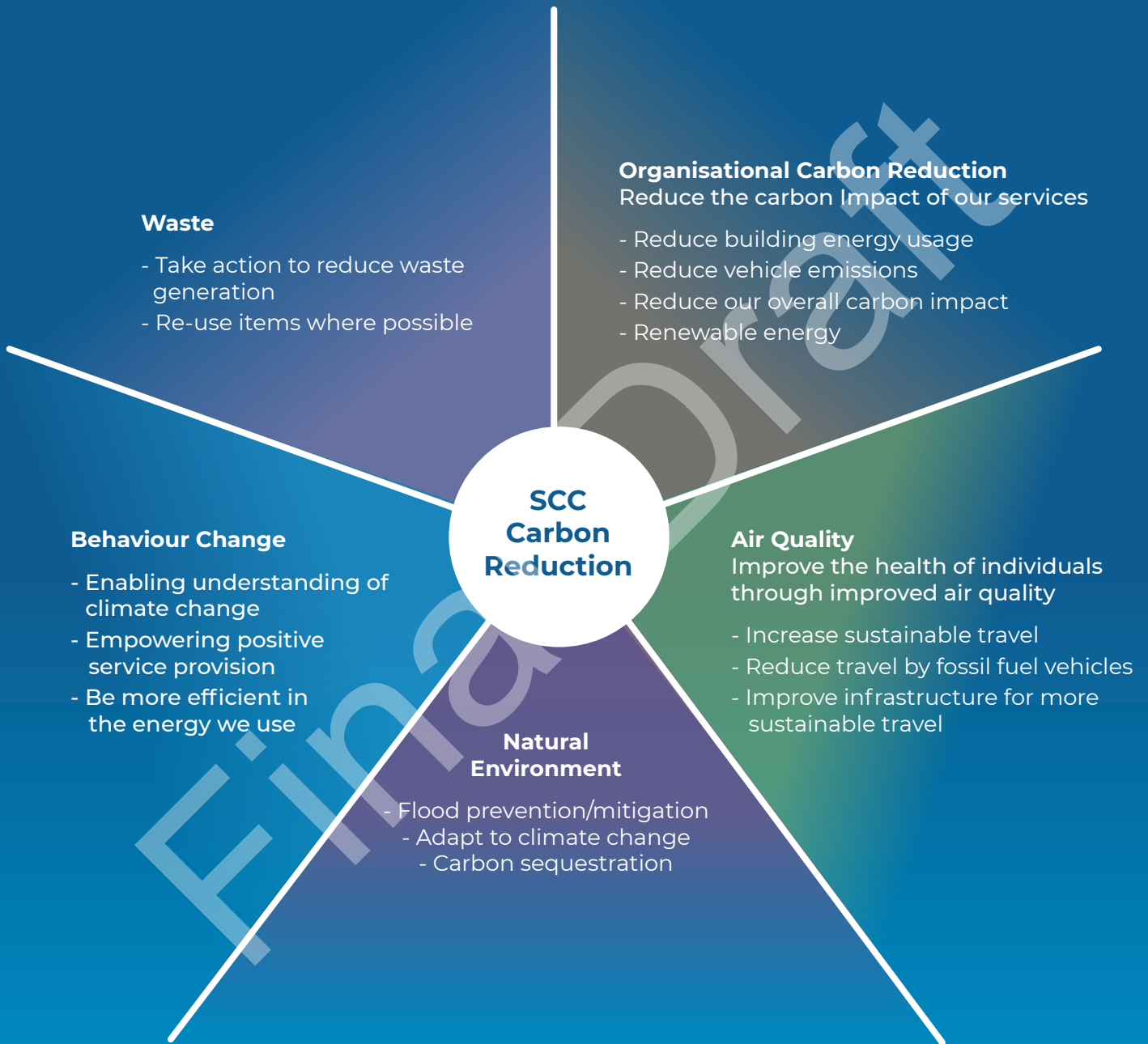
Key principles to achieving net zero

- Ensure all council services understand the need to reduce our carbon emissions and are committed to doing so.
- Be innovative, aspirational and positive leading by example.
- Be positive in our approach, embrace opportunities and build on our successes.
- Empower our staff and members to suggest solutions and commit to delivering the net zero target.
- Have transparent processes and make the best use of the resources we have.



Priority themes

We have set out five delivery themes to deliver our vision. As our zero carbon journey progresses, more priorities may be identified to allow us to achieve our net zero vision.

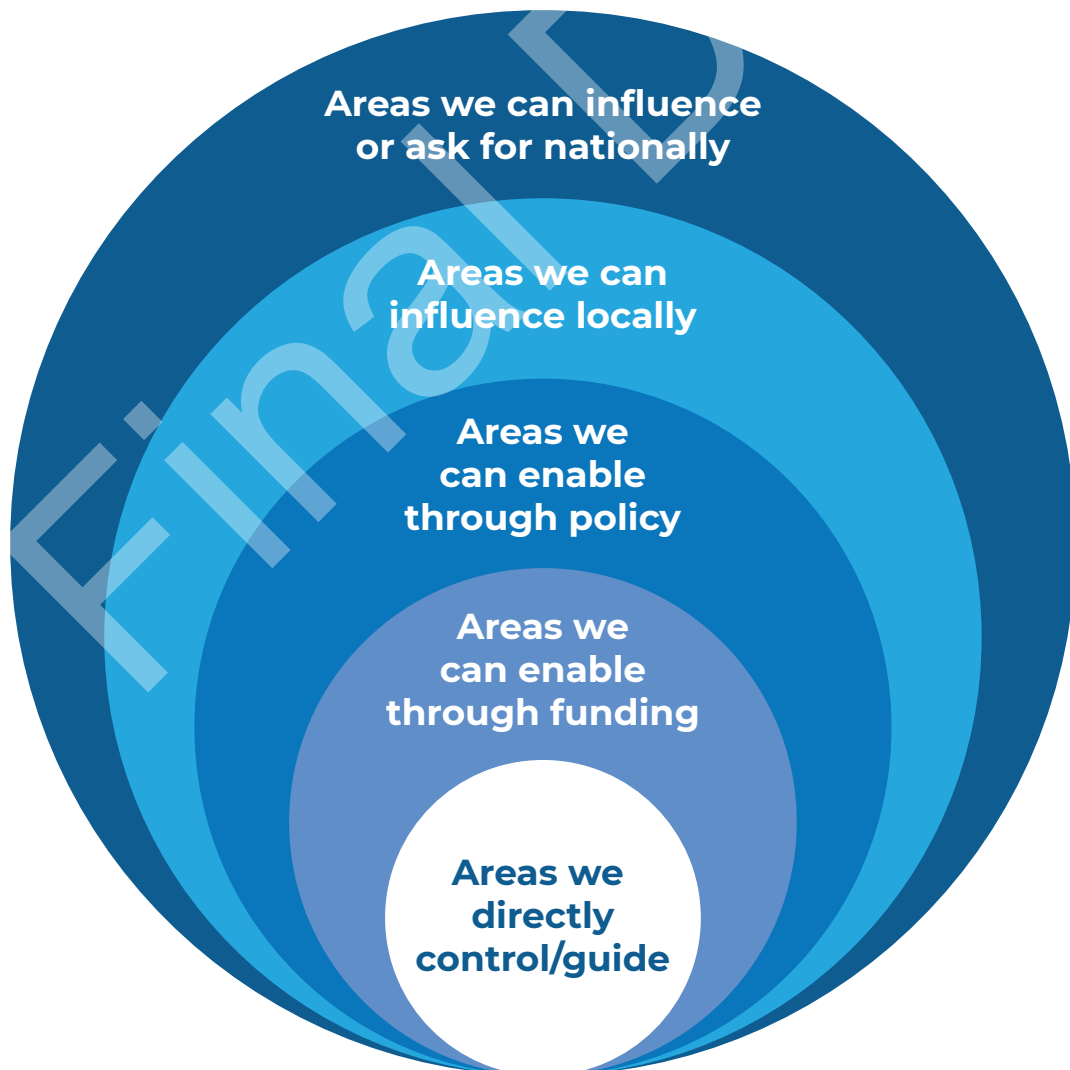


Opportunities and levels of influence

All services will need to play a significant role to achieve the net zero vision. It will require leadership at multiple levels, new ways of thinking and the ability of decision makers to connect with others, working towards joint solutions.

To achieve the vision, we will prioritise the carbon emissions which the council has direct control over and the greatest degree of influence.

The county council can have varying influence over other carbon emissions that occur within the council area. We therefore want to work with our partners and the wider community, to ensure we are considering all the areas we can influence to get a truly countywide approach to reducing carbon emissions.



Our approach to delivery

Our vision cannot be achieved through one decision or investment. Change will be required over a number of years and requires us to be flexible so we can respond to new opportunities.

All our services will take action and we will work with partners where possible to reduce Staffordshire's wider carbon emissions.

Working internally

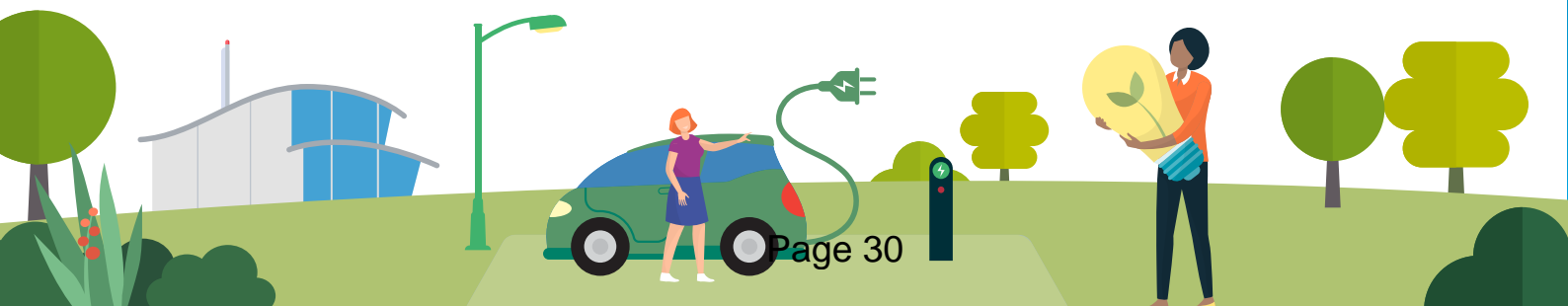
we will:

- Ensure our approach is based firmly on facts and figures, especially the annual carbon emissions reporting.
- Prioritise where to focus our efforts on activities where we have the most effective control or influence.
- Make sure all internal strategies and policies reflect our climate change vision
- Ensure that our actions follow consultation and agreement with elected members
- Make sure our outwardly focused strategies reflect the vision, and encourage our partners and communities to do the same wherever possible
- Ensure any potential impacts on climate and the environment are considered and reflected in our decision making and reporting

Working with partners and our community

we will:

- Seek out opportunities to work with partners and the local community to encourage the climate change agenda, and support any local improvements.
- Give people the skills they need to drive the climate change agenda forward.





Reviewing our progress

Carbon emissions will be monitored and reported against by June each year to track our progress towards net zero and be used to inform the annual climate change action plan. Our achievements each year will be summarised each July through an annual report.

Plans, programmes and strategies will be regularly reviewed as we monitor progress and as new technology and innovative ideas are identified.

Sign off:

Date:



Community Impact Assessment – Checklist and Executive Summary

Page 33

Name of Proposal: Climate Change Strategic Framework

Project Sponsor: Clive Thomson - Assistant Director for Connectivity and Sustainability

Project Manager: Tim Cooper – Head of Service: Waste and Sustainability

Date: 04/02/2021

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 (tick)	Comments/Actions
The project supports the Council's Business Plan, priorities and MTFS.	✓	Climate Change is a strategic priority for the County Council. It declared a state of emergency in 2019 and a Climate Change Action Plan was established in 2020
It is clear what the decision is or what decision is being requested.	✓	Adopt the framework
For decisions going to Cabinet, the CIA findings are reflected in the Cabinet Report and potential impacts are clearly identified and mitigated for (where possible).	✓	
The aims, objectives and outcomes of the policy, service or project have been clearly identified.	✓	Action plan 1 has been approved through Cabinet, which shall be reviewed and will form the basis of Action plan 2. Following agreed aims and objectives.
The groups who will be affected by the policy, service or project have been clearly identified.	✓	This is an outline CIA and groups will be identified as the agenda progresses with subsequent CIAs being undertaken.
The communities that are likely to be more adversely impacted than others have been clearly identified.	✓	This is an outline CIA and groups will be identified as the agenda progresses with subsequent CIAs being undertaken.
Engagement / consultation has been undertaken and is representative of the residents most likely to be affected.	✓	This is an outline CIA and groups will be identified as the agenda progresses with subsequent CIAs being undertaken. An engagement/comms plan will be developed.
A range of people with the appropriate knowledge and expertise have contributed to the CIA.	✓	The Sustainability team has been instrumental in the development of this Framework and this CIA. With valued input from TSU and Strategic Support.
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.	✓	
The CIA evidences how the Council has considered its statutory duties under the Equality Act 2010 and how it has considered the impacts of any change on people with protected characteristics.	✓	All people with pc are being considered and impacts will be identified as the agenda progresses.
The next steps to deliver the project have been identified.		

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

	Which groups will be affected?	Benefits	Risks	Mitigations / Recommendations
PSED – What are the impacts on residents with a protected characteristic under the Equality Act 2010 ? <i>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.</i>	All	All people with varying protected characteristics will benefit from the County Council achieving its vision for net zero carbon emissions by 2050 through enhanced quality of life and well-being.	No specific risks have been identified at this stage, although there may be minor impacts on particular people with protected characteristics in terms of access to information. This will be reviewed as the climate change agenda develops and a clear strategy/actions are defined.	When engaging with communities to encourage and drive forward the climate change agenda, endeavour to do this in an accessible way. Mitigations/recommendations will be developed as impacts are identified as the climate change agenda develops.
Health and Care – How will the proposal impact on residents' health? How will the proposal impact on demand for or access to social care or health services?	Active participants of low carbon impact travel	Greener travel such as cycling/walking will have a positive effect on physical and mental well being.	Minor potential impact if increased physical accidents due to higher use of pathways and cycleways.	Ensure continued active engagement with cycleway and footpath infrastructure. Mitigations/recommendations will be developed as impacts are identified
Economy – How will the proposal impact on the economy of Staffordshire or impact on the income of Staffordshire's residents?	High skilled workers	Increased take up of green technologies will lead to the growth and development of higher skilled jobs.	These jobs are created outside of West midlands and not accessible to Staffordshire residents.	As opportunities increase in green technologies, there will be a resource requirement to ensure that these jobs are retained and expanded in the locality.

Environment – How will the proposal impact on the physical environment of Staffordshire?	Buildings, roads, landowners and users of open space	By limiting the mean temperature rise of the climate. It is hoped that the extremes in weather conditions is kept to a minimum.	If mean climatic temperatures rise above recognised maximums, the result will be more extreme weather events, causing negative impacts to all groups.	Specific mitigations and recommendations will be developed as impacts are identified as climate change impacts are better understood locally.
Localities / Communities – How will the proposal impact on Staffordshire's communities?	Community Groups, school pupils and SCC staff	Positive impacts of low carbon travel to all. Education and information dissemination concerning climate change leading to behavioural change	Communication is key to enabling understanding of tasks that lie ahead for all of us.	Development of an integrated Comms campaign should be developed as a priority.

Cabinet Meeting on Wednesday 17 February 2021

Implementation of the Updated Staffordshire County Council Education Infrastructure Contributions Policy (SEICP)



Cllr Jonathan Price, Cabinet Member for Education (and SEND) said,

“It is essential that we ensure there are enough school places available for children in the county, and that any child who wants to learn in a mainstream school has the opportunity to do so. Therefore it is important we assess the impact of any new housing development and ensure we have sufficient places.

By updating our contributions policy, we can ensure that we can continue to secure enough mainstream and early years places, as well as securing special education places and home-to-school travel assistance for eligible pupils.

Report Summary:

Staffordshire County Council (SCC) has a statutory duty to ensure that there are sufficient school places for all children and young people resident in Staffordshire who wish to attend a publicly funded school.

The School Organisation Team has an existing Education Planning Obligations Policy (EPOP), which outlines SCC’s approach to assessing the impact of new housing developments on mainstream and early years educational provision and assessing the appropriate mitigation.

The School Organisation Team has updated the EPOP, now called “Staffordshire Education Infrastructure Contributions Policy” (SEICP) in response to new and revised guidance/legislation.

This report outlines the key policy changes in the updated SEICP, in particular, the addition of ;

- Special Education Needs and Disability (SEND) places
- Home to school travel (mainstream)
- Home to school travel (SEND)

A six week public consultation was undertaken between 12th October 2020 and the 23rd November 2020 giving key stakeholders the opportunity to comment on the revised policy. An overview of the seven responses received during this consultation have been included in an Appendix to this report.

Recommendations

I recommend that Cabinet:

- a. Approves the implementation of the updated “Staffordshire Education Infrastructure Contributions Policy” from 1st March 2021.

Local Members Interest
N/A

Cabinet – Wednesday 17 February 2021

Implementation of the Updated Staffordshire County Council Education Infrastructure Contributions Policy (SEICP)

Recommendations of the Cabinet Member for Education (and SEND)

I recommend that Cabinet:

- a. Approves the implementation of the updated “Staffordshire Education Infrastructure Contributions Policy” from 1st March 2021.

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

Reasons for Recommendations:

Background

1. Staffordshire County Council (SCC) has a statutory duty to ensure that there are sufficient school places for all children and young people resident in Staffordshire who wish to attend a publicly funded school. This covers all local-authority maintained schools, academies and free schools.
2. Staffordshire’s current Education Planning Obligations Policy (or EPOP) details our approach to assessing the impact of new housing developments on educational provision and assessing the appropriate mitigation for.
 - a. mainstream school places;
 - b. early years school places.
3. The School Organisation Team has used the current EPOP to successfully negotiate and secure financial contributions and land for new and expanded mainstream schools.
4. Following the publication of new Department for Education (DfE) guidance on ["Securing developer contributions for education"](#), and the revised National Planning Policy Framework (NPPF), both in 2019, the team established a policy working group to update the current policy.
5. The School Organisation Team have worked with colleagues - in Planning Policy, SEND and Inclusion, Highways, Transport Connectivity, Early Years, Post-16, Admissions, Strategic Property, Home to school travel and Legal - and have kept lead members and partners, in borough and district councils, informed of progress. In addition, the policy update has been informed by feedback from Staffordshire Local Planning Authorities, examples of other local authority good practice and experience from previous formal appeals to the Planning Inspectorate.

6. The implementation of the updated contributions policy would support the county council's statutory duties in respect of:
 - a. securing sufficient mainstream school places
 - b. securing sufficient provision for young people with an Education Health and Care Plan (EHCP)
 - c. ensuring access to high quality, funded early education places
 - d. home-to-school travel assistance for eligible pupils

Overview of the Staffordshire Education Infrastructure Contributions Policy (SEICP)

7. The SEICP would provide the foundation for identifying the impact of new residential development on education infrastructure and the necessary mitigation to make developments acceptable in planning terms.
8. By providing a consistent and transparent approach to planning obligations, local planning authorities (LPAs), developers and landowners will be able to consider the potential costs of a proposed development at the earliest stage.
9. Education contributions to mitigate the impact of residential development on the provision of education infrastructure in the updated policy includes:
 - a. Mainstream school places (updated policy)
 - b. Early Years school places (updated policy)
 - c. Special Education Needs and Disability (SEND) places (new policy)
 - d. Home to school travel (mainstream) (new policy)
 - e. Home to school travel (SEND) (new policy)

Special Education Needs and Disability (SEND) places

10. DfE guidance states that "It is reasonable and fair to seek developer contributions for SEN provision in direct proportion to the needs arising from planned housing development, applying the same principle to SEN provision as to mainstream".
11. The DfE guidance also recognises that some SEND pupils (with an EHCP) attend a mainstream setting with additional support provided rather than a special school.
12. The updated policy provides the ability for SCC to request an education contribution towards special education needs and disabilities (SEND) provision where necessary.
13. Over the last three years, SCC has received applications for an average of 5,000 new dwellings per year, which would generate an expected 21 primary SEND pupils and 44 secondary SEND pupils. On the basis that there is no available SEND capacity, this would have provided an opportunity to request for a potential c£5m in capital. It must be noted that no Section 106 contributions are guaranteed.

Home to School Transport Provision (Mainstream and SEND)

14. The Education Act 1996, as amended by Part 6 of the Education and Inspections Act 2006, places a duty on Local Authorities to make suitable travel arrangements free of charge for eligible children as they consider necessary to facilitate their attendance at school.
15. The updated policy provides the ability for SCC to request an education contribution towards home to school transport provision (mainstream and SEND) where necessary.
16. During a nine-month assessment in 2019, five planning applications would have resulted in a request for a contribution towards home to school transport in mainstream provision. If this is typical, it would equate to requests for a potential of £0.4m in funding each year to be utilised towards home to school transport.

Public Consultation on the SEICP

17. A six-week public consultation took place between 12th October and 23rd November 2020 on the updated “Staffordshire Education Infrastructure Contributions Policy”.
18. Details of the consultation were sent to all SCC members through the weekly members briefing, Local Planning Authorities through the Staffordshire Development Control Officers Group who we also asked to forward on to housing developers and district members, all neighbouring authorities through the Educational Building and Development Officers Group, local Diocese contacts, members of the Staffordshire Learning Infrastructure Board, SCC internal colleagues through The Knot and Intranet news pages.
19. Seven consultation responses were received from both Staffordshire residents and interested organisations. All seven responses were positive, and no objections were raised. A summary of the representations received, and the county council’s response is in Appendix 2 and each individual representation is in shown in Appendix 3. As a result, no further changes were required to the proposed SEICP document.

Legal Implications

20. Joint working on the updated policy has been undertaken with internal legal colleagues. The updated document is in accordance with current legislation and guidance (National Planning Policy Framework and Securing Developer Contributions for Education).

Resource and Value for Money Implications

21. To calculate, negotiate and finalise additional educational infrastructure contributions for school transport and SEND places, will require additional officer time within existing capacity.

If the proposed policy is implemented, additional funding to support mainstream places, SEND provision and home to school transport would be generated. During financial year 2019/20 circa £13.5million plus land was secured for mainstream education infrastructure as per the [Annual Infrastructure Funding Statement](#).

22. It must be noted that Section 106 contributions are not guaranteed. Developers may submit a viability assessment to the Local Planning Authority (LPA) for consideration when determining the planning application. All planning obligations necessary to mitigate the impact of the development will be considered. The determination of the planning application may include a reduction or removal of the financial contribution for education infrastructure.

List of Background Documents/Appendices:

Appendix 1 – Proposed Staffordshire Education Infrastructure Contributions Policy

Appendix 2 – Summary of relevant public consultation representations received and the county council's statement in response

Appendix 3 – Individual public consultation representations received

Contact Details

Assistant Director: Tim Moss, Assistant Director of Education Strategy and Improvement

Report Author: Andrew Marsden
Job Title: County Commissioner for Access to Learning
Telephone No.: 01785 278787
E-Mail Address: andrew.marsden@staffordshire.gov.uk



Staffordshire
County Council

Community Impact Assessment Checklist and Executive Summary

Name of Proposal:

**Implementation of the Updated “Staffordshire Education
Infrastructure Contributions Policy”**

Project Sponsor:

Tim Moss

Project Manager:

Andrew Marsden

Date Completed:

09/12/20

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.	Completed	The updated policy supports the Council's strategic priority to invest in infrastructure for growing communities.
It is clear what the decision is or what decision is being requested.	Completed	A six week public consultation on the updated policy was undertaken via the consultation portal, and 7 responses were received. A Cabinet report summarising the consultation responses and seeking approval to implement the updated policy.
For decisions going to Cabinet, the CIA findings are reflected in the Cabinet Report and potential impacts are clearly identified and mitigated for (where possible).	Completed	Yes, the Cabinet report has been informed by this CIA.
The aims, objectives and outcomes of the policy, service or project have been clearly identified.	Completed	The updated policy is based on the latest government legislation and guidance and would provide the foundation for identifying the impact of new residential development on education infrastructure and the necessary mitigation. More detail is provided in the cabinet report.
The groups who will be affected by the policy, service or project have been clearly identified.	Completed	The updated policy will impact on children of school age, teachers, parents, local planning authorities and housing developers.
The communities that are likely to be more adversely impacted than others have been clearly identified.	Completed	The potential adverse impact on housing developers due to increased costs has been identified.
Engagement / consultation has been undertaken and is representative of the residents most likely to be affected.	Completed	A six week public consultation on the updated policy was undertaken via the consultation portal, and 7 responses were received.
A range of people with the appropriate knowledge and expertise have contributed to the CIA.	Completed	A number of officers with the appropriate knowledge and expertise in school place planning have contributed to this CIA.
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.	Completed	The updated policy has been informed by the latest legislation and guidance. A working group within the school Organisation team has been established. Joint working has been undertaken with internal colleagues including colleagues in Highways, Transport connectivity, Early

Checklist	Action Completed	Comments/Actions
		<p>years, SEND, Post 16, Admissions, Strategic Property, Home to school travel and legal since the policy working group was established in September 2018.</p> <p>Officers attended a meeting with the Staffordshire Development Control Officers Group (SDCOG) on 17th January 2019 and 16th January 2020 to discuss issues that need to be considered in the new policy document. No objections to the draft policy were formally raised by the group.</p> <p>Lead member for education Councillor Philip White was briefed on the 16-12-18 and the current lead member of education Councillor Jonathan Price was briefed on 16-09-20.</p> <p>A report was presented to the Staffordshire Learning and Infrastructure Board (SLIB) on the 15-01-19 where the Board approved the recommendation to seek approval through delegated decision to undertake a formal consultation on the draft policy document. For information, the policy was sent to SLIB members on 15/10/20 for comments.</p> <p>The draft policy document was sent to colleagues in Highways, Transport connectivity, Early years, SEND, Post 16, Admissions, Strategic Property, Home to school travel and legal for review and comments on 26th August 2020.</p>
<p>The CIA evidences how the Council has considered its statutory duties under the Equality Act 2010 and how it has considered the impacts of any change on people with protected characteristics.</p>	<p>Completed</p>	<p>The updated policy does not impact on the Councils duties under the Equality Act 2010</p>
<p>The next steps to deliver the project have been identified.</p>	<p>Completed</p>	<p>A six week public consultation on the updated policy was undertaken via the consultation portal. A Cabinet report summarising the consultation responses (7 in total) and seeking approval to implement the final report will be taken to Cabinet in February 2021.</p>

Executive Summary

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

	Which groups will be affected?	Benefits	Risks	Mitigations / Recommendations
<p>PSED</p> <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><u>Disability</u></p> <p>Disabled children and young people and those with special educational needs (SEN)</p>	<p><u>Disability</u></p> <p>Increased local provision</p>	<p><u>Disability</u></p> <p>Identifying a suitable project to mitigate the impact of the development</p>	<p><u>Disability</u></p> <p>All special schools in Staffordshire are at full capacity. New residential development will put additional pressure on SEND education and so a contribution will be requested towards additional provision.</p>
<p>Health and Care</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>	n/a	n/a	n/a	n/a
<p>Economy</p> <p>How will the proposal impact on the economy of Staffordshire or impact on the income of Staffordshire's residents?</p>	<p><u>Economic Growth</u></p> <p>Staffordshire Local Planning Authorities (LPAs)</p> <p>Housing developers and builders</p> <p>Staffordshire residents</p>	<p><u>Economic Growth</u></p> <p>Setting out a clear policy explaining how education contributions are calculated, including a pre-application advice service will provide more certainty for developers and Local</p>	<p><u>Economic Growth</u></p> <p>The addition of home to school transport and SEND as new policy areas to request a financial contribution where appropriate, may increase the overall financial cost of a development,</p>	<p><u>Economic Growth</u></p> <p>The school organisation team has a good relationship with Staffordshire LPAs and the Staffordshire Development Control Officers Group (SDCOG) who are aware of this updated policy.</p> <p>A six-week public consultation was undertaken via the consultation portal to request comments</p>

	Which groups will be affected?	Benefits	Risks	Mitigations / Recommendations
		Planning Authorities in the early stages of residential development planning	which may impact on the viability of housing developments	and views on the proposed updated policy. Staffordshire LPAs were contacted directly as part of the consultation process. In total 7 responses from a variety of stakeholders – residents, local authorities and education consultants were received. The school organisation team pre-application service provides early information on the likely education contribution amount that will be requested from a development.
Environment	<u>Built Environment</u>	<u>Built Environment</u>	<u>Built Environment</u>	<u>Built Environment</u>
How will the proposal impact on the physical environment of Staffordshire? Does this proposal have any Climate Change implications?	Housing developers, Staffordshire residents	The updated policy will continue to ensure that developments mitigate their impact on educational infrastructure in Staffordshire (in line with CIL regulations and Department for Education (DfE) published guidance for Local Authorities on "Securing Developer Contributions	Increased education contribution request amounts due to the addition of home to school transport and SEND may impact on	In line with CIL regulations, development is required to mitigate its impact. If there are viability issues then discussions between the developer, LPAs and Staffordshire County Council will seek to find the most appropriate solution.

	Which groups will be affected?	Benefits	Risks	Mitigations / Recommendations
	<p><u>Transport</u> School aged children, parents and teachers, wider community</p> <p><u>Climate Change</u> School aged pupils, parents, and teachers and the wider communities in the vicinity of the school</p>	<p>for Education”).</p> <p><u>Transport</u> Appendix 6 of the updated policy states that for new schools, school sites should be located with good means of access to encourage walking, cycling and scooting to school.</p> <p><u>Climate Change</u> The promotion of sustainable transport modes as part of the development of a new or expanded school should help to improve local air quality.</p>	<p><u>Transport</u> Parents will continue to travel to the school by private vehicle.</p> <p><u>Climate Change</u> Parents will continue to choose to travel to the new or expanded school by car</p>	<p><u>Transport</u> Sustainable transport modes promoted by the school travel plan will increase opportunities to travel to school using sustainable modes of transport. Where new residential development is beyond the statutory walking distance financial contributions will be sought where appropriate to mitigate the impact on home to school transport costs.</p> <p><u>Climate Change</u> The new school site requirements listed in Appendix 6 of the updated policy include the need for a new school to be located with good means of access to encourage walking, cycling and scooting to school.</p>
Localities / Communities	<u>Educational Attainment and Training</u>	<u>Educational Attainment and Training</u>	<u>Educational Attainment and Training</u>	<u>Educational Attainment and Training</u>
How will the proposal impact on Staffordshire’s communities?	School aged children, parents, education providers	The provision of sufficient school places is crucial in ensuring that all children have the opportunity to gain the vital knowledge, skills and qualifications necessary for	Children are not able to access the school of their choice.	Although parental preference is an important consideration in accessing education, SCC seeks to fulfil the statutory duty of ensuring that there is a sufficient supply of school places for all children and young people resident in Staffordshire who

	Which groups will be affected?	Benefits	Risks	Mitigations / Recommendations
		life and work. The provision of sufficient school places is also important in sustaining prosperous communities.		wish to access a publicly funded school. The updated policy would provide the foundation for identifying the impact of new residential development on education infrastructure and the necessary mitigation to make development acceptable in planning terms.
	<u>Best Start</u> Children and parents accessing early years provision	<u>Best Start</u> The policy allows for financial contributions to be sought towards early years provision within publicly funded settings which is in line with current legislation.	<u>Best Start</u> Any contribution requested will provide the infrastructure for additional early years places, it will not fund a package of parental support	<u>Best Start</u> SCC has a statutory duty to ensure early childcare provision within the terms set out in the Childcare Acts 2006 and 2016.

PROPOSED STAFFORDSHIRE EDUCATION INFRASTRUCTURE CONTRIBUTIONS POLICY

Cabinet Meeting
Wednesday 17th February 2021

Staffordshire County Council
Families and Communities Directorate
School Organisation Team



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Introduction

1. This policy document provides the broad approach to identifying the impact of new residential development on education infrastructure and the necessary mitigation to make developments acceptable in planning terms. It provides the basis for calculating likely education infrastructure contributions.
2. By providing a consistent and transparent approach to planning obligations, local planning authorities (LPAs), developers and landowners will be able to consider the potential costs of a proposed development at the earliest stage. Education infrastructure contributions to mitigate the impact of residential development on the provision of education infrastructure includes:
 - a) Mainstream school places
 - b) Early Years school places
 - c) Special Educational Needs and Disabilities (SEND) places
 - d) Home to school travel (mainstream)
 - e) Home to school travel (SEND)
3. NB For mainstream school places, Staffordshire County Council (SCC) offers a [pre-application advice service](#) to provide an assessment of the likely contributions, for which there is a charge. Developers are encouraged to contact SCC at the earliest opportunity to identify whether their proposed development is likely to require additional education infrastructure and the associated contribution. It has been shown that there are a number of benefits to obtaining pre-application advice, which include a reduction in the time and cost involved in producing proposals as well as a reduction in the subsequent cost of abortive applications.

Background

4. Staffordshire County Council (SCC) has a statutory duty to ensure that there are sufficient school places for all children and young people resident in Staffordshire who wish to attend a publicly funded school. This includes local-authority maintained schools, academies and free schools providing mainstream provision and special educational provision for pupils who have special educational needs.
5. The timely provision of education infrastructure to mitigate the impact of new residential development is essential to deliver high quality school places where and when they are needed. The Department for Education (DfE) guidance (Securing Developer Contributions for Education, November 2019) states that:

“The government is committed to ensuring that there are enough good new school places to meet local needs, while also driving forward an ambitious housing agenda to increase housing delivery, home ownership and the creation of new garden communities.

“DfE expects local authorities to seek developer contributions towards school places that are created to meet the need arising from housing development.”

6. SCC works with a diverse range of schools, academy trusts and partners. The drive for choice, diversity and excellence, in particular to provide support for the most vulnerable children, is at the forefront of national policy and a key driver in SCC's statutory role to provide a sufficient supply of good school places.
7. National policy has moved towards a more autonomous and diverse education system, with an increasing number of academies that are accountable to the Secretary of State for Education rather than the local authority (LA). The increasing number of academies does not change SCC's legal duty to ensure that sufficient school places are available, however, SCC cannot direct these schools to expand.

National Planning Policy Context¹

8. Section 106 of the Town and Country Planning Act 1990, as substituted by the Planning and Compensation Act 1991, sets in place the statutory basis for obtaining funding from developers through Planning Obligations to meet their obligations to the local community.
9. In parallel with the existing S106 planning regime is the Community Infrastructure Levy (CIL). It is a levy which Local Planning Authorities (LPAs) in England and Wales can choose to charge on new development in their area. It is a funding mechanism intended to help fund major infrastructure to support the development of a wider area, rather than to make individual planning applications acceptable in planning terms. The 2019 CIL Regulations enable Local Authorities to use funds from both CIL and Section 106 obligations to pay for the same piece of infrastructure, and future responses to planning applications will reflect this change.
10. The National Planning Policy Framework February 2019 (NPPF) is used by LPAs and decision-takers both in drawing up plans and as a material consideration in determining applications. It sets out the Government's planning policies for England, how these are expected to be applied and how the planning system is to contribute to achieving sustainable development.
11. The impact of residential development must be mitigated to be acceptable in planning terms, as outlined in paragraphs 54, 55 and 56 of the NPPF.
12. Paragraph 56 states that "planning obligations should only be sought where they meet all the following tests outlined in Regulation 122(2) of the Community Infrastructure Levy (CIL) Regulations 2010 and 2019:
 - necessary to make the development acceptable in planning terms;
 - directly related to the development; and
 - fairly and reasonably related in scale and kind to the development.

¹ – the national planning policy context section will be reviewed and updated as appropriate in line with the current consultation on "Planning for the Future".

Local Planning Policy Context

13. SCC operates within a two-tier system of local government, where education (with the county council) and planning (with district and borough councils) responsibilities are not held within the same authority. Therefore, SCC does not determine applications for residential development, these are a matter for the eight LPAs in Staffordshire to determine.
14. SCC works closely with all LPAs across Staffordshire and in neighbouring Local Authorities to ensure forward planning of future education infrastructure. It will respond as appropriate to each Local Plan consultation and planning application to ensure that the necessary education infrastructure required to mitigate planned new housing, in accordance with the latest NPPF and Securing Developer Contributions for Education guidance is requested.

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Assessment of Planning Applications and the Calculation of Education Infrastructure Contributions

This section of the document will set out how planning applications will be assessed and how education infrastructure contributions are calculated.

- a) Assessment of Planning Applications (General principles)

- b) Assessment of Planning Applications (Mainstream school places)

- c) Calculating Education Infrastructure Contributions (Mainstream school places)

- d) Assessment of Planning Applications (Early Years school places)

- e) Calculating Education Infrastructure Contributions (Early Years school places)

- f) Assessment of Planning Applications (Special Education Needs and Disabilities (SEND) school places)

- g) Calculating Education Infrastructure Contributions (SEND school places)

- h) Assessment of Planning Applications (Home to school travel (mainstream))

- i) Calculating Education Infrastructure Contributions (Home to school travel (mainstream))

- j) Assessment of Planning Applications (Home to school travel (SEND))

- k) Calculating Education Infrastructure Contributions (Home to school travel (SEND))

a) Assessment of Planning Applications (general principles)

15. Upon notification of a planning application submission, SCC will undertake an assessment using the criteria outlined below and respond to the relevant LPA.
 16. SCC will consider and respond to planning applications from LPAs for any residential development where 10 or more dwellings will be provided. SCC will review information provided in any pre-application advice.
 17. Developments of fewer than 10 dwellings will be considered where their co-location with other sites requires examination of the cumulative impact.
 18. SCC does not consider that there will be a need for education infrastructure mitigation from developments consisting solely of:
 - specialist accommodation for elderly persons
 - specialist accommodation for students
 - dwellings of one bedroom
 19. Where a development includes a mix of dwellings, consideration will be given to each dwelling type and the potential education infrastructure mitigation required.
 20. Where a planning application indicates that one or more dwelling will be demolished to make way for the proposed scheme, this number will be discounted from the overall number of dwellings used in determining the education contribution.
 21. On receipt of the Reserved Matters Application (REM) the relevant outline application and sealed S106 education obligation will be checked. If necessary, the education contribution will be calculated as per the outline S106 Agreement and a formal response to the REM will be forwarded to the LPA.
 22. The secured education contribution(s) in a sealed S106 agreement will be subject to Retail Price All Items indexation (RPI).
 23. Where appropriate, contributions from more than one development will be combined to deliver the necessary mitigation.
-

b) Assessment of Planning Applications (mainstream school places)

24. In accordance with the Education Act (EA) 1996 Section 14(1), SCC has a statutory duty to secure sufficient primary and secondary school places, through working with schools and other partners.
25. When ensuring the sufficient supply of school places (as discussed in paragraph 94 of the NPPF), SCC has duties to “secure diversity in the provision of schools and to increase opportunities for parental choice” (Education and Inspections Act 2006 Part 1 Section 2(3A)).
26. To understand the impact of a development on education infrastructure in publicly funded schools, an analysis will be undertaken using:
 - a) pupil number on roll
 - b) school capacity
 - c) pupil projections during Local Plan period or otherwise
 - d) committed developments and housing allocations in an emerging Local Plan as advised by LPAs on an annual basis
 - e) any other relevant factors
27. A pupil product ratio (PPR), see Appendix 1, will be applied to each application, which is based upon an assessment of children resident in new housing in the area. The standard pupil product ratio (PPR) for calculating the number of mainstream pupils attributable from new housing development is 0.03 children per school year group per dwelling. Where appropriate, a higher PPR will be used.
28. Pupils expected to be generated from the proposed housing development and any committed developments (rounded to the nearest integer) are added to pupil projections.
29. Where there are projected to be insufficient school places, the LPA and/or developer(s) will be advised of the necessary education infrastructure required to mitigate the impact of the development and where appropriate the likely associated costs.
30. The majority of Staffordshire schools include residence in the school’s catchment area as a high priority within their admission arrangements. Even where this is not the case schools still give high priority to children who live in the local area. It may not always be practicable to use S106 contributions to provide additional capacity at the catchment school. In these circumstances the contributions would be used to provide additional capacity through extension, refurbishment or re-modelling of other schools or contribute towards a new school where the mitigation could best be delivered within the broad area of the development.
31. In addition, due to the increasing autonomy of schools and academies to make changes to their age range, capacity, admission arrangements and catchment areas, it is essential to have the flexibility to use the funding at the most appropriate school, and where appropriate a S106 agreement may identify a preferred and “contingency” project(s).

c) Calculating Education Infrastructure Contributions (Mainstream school places)

32. Whenever possible, the latest known project costs will be used to calculate any necessary education contributions for the following education infrastructure schemes:
- a) primary or secondary school expansion project
 - b) new primary or secondary school project
33. Building cost multipliers (BCM) will only be utilised when a project cost for a specific education infrastructure project is not yet known or available.
34. The total costs to deliver the various sizes of new primary schools have been calculated based on Staffordshire's standard school designs using the latest Building Cost Information Service (BCIS) All-in Tender Price Index (TPI) (Appendix 2). The total cost to deliver specific school expansion projects to current schools will be used where available.
35. Project costs may increase in the time between our initial response to the planning application and the determination of the planning application. The education infrastructure contribution request may be amended if updated project costs are available prior to determination of the planning application. The final contribution required will be based on the latest build costs or BCM.
36. The education infrastructure contribution requested in response to the planning application will be subject to RPI Indexation from that date up to the point that the S106 agreement is sealed. An indexation calculation will be undertaken at the point of sealing the S106 agreement to determine the final amount to be included in the S106 Agreement.

Where a specific school expansion project has been identified

37. Where a school place strategy has been identified to increase the capacity of an existing school(s) to accommodate the children attributable from a residential development(s), the necessary education infrastructure contributions for a particular development will be based proportionately on the project cost. This will include where applicable the necessary additional land, access and relevant services. The provision of vehicular parking and drop off points for parents to use within the curtilage of school sites is not deemed necessary. There may be exceptions, and these will be considered on a site by site basis.

Where the need for a new primary school has been identified

38. Development sites of at least 750 dwellings in a standard PPR area would normally trigger the need for a minimum 1 form of entry (1FE) (30 places per year group plus nursery provision) new primary school. The dwelling threshold would be lower in a higher PPR area (Appendix 1). The developer will be required to fund the construction of the new school and provide the necessary land, access and relevant services. Appendix 6 details the minimum specification required for a suitable new school site.
39. Where there is a determined need for a new primary school, DfE guidance is that "all new primary schools are expected to include a nursery".

40. A new school will also be necessary where more than one development site triggers the need for a minimum of 1FE of primary school provision.
41. If more than one development site is expected to be contributing to the overall need for a new primary school, each developer will be required to pay the relevant amount towards the overall total construction cost and the cost of the necessary land, access and relevant services.
42. If a new primary school opens below its full capacity while it awaits pupils moving to new housing within the developments, this does not represent an available surplus for other developments when assessing their own impact and mitigation. Only when we receive confirmation that the planned developments delivering the new school are not providing the total number of dwellings in the associated planning application will this be considered.
43. Appendix 2 contains current new school project costs. These have been calculated based on Staffordshire's standard school designs using BCIS All-in Tender Price Index (TPI) which are updated annually. Developers need to be aware that these costs may vary on a site-specific basis, as the cost of a school is dependent on many variable factors (including but not restricted to relevant building standards requirements, highway mitigation and issues relating to the proposed site itself) and cannot be applied uniformly.
44. If necessary, additional contributions will also be sought "to ensure that all education needs are properly addressed, including temporary education needs where relevant, such as temporary school provision and any associated school transport costs before a permanent new school opens within a development site".

Where the need for a new secondary school has been identified

45. Where development sites in an area trigger the need for additional secondary school places, a new secondary school and provision of land will be required when the need is for at least 4FE of additional places (120 places per year group). In a standard PPR area, this would equate to around 4,000 dwellings. This is in line with the DfE expectation of minimum school size to be viable published in the DfE guidance on "How to apply to set up a mainstream free school" (dated September 2019).
46. If more than one development site is expected to be contributing to the overall need for a new secondary school, each developer will be required to pay the relevant amount towards the overall total construction cost and the cost of the necessary land, access and relevant services.
47. Developers need to be aware that new secondary school costs will vary on a site-specific basis, as the cost of a school is dependent on many variable factors (including but not restricted to relevant building standards requirements, highway mitigation and issues relating to the proposed site itself) and cannot be applied uniformly.
48. If a new secondary school opens below its full capacity while it awaits pupils moving to new housing within the developments, this does not represent an available surplus for other developments when assessing their own impact and mitigation. Only when we receive confirmation that the planned developments delivering the new school are not

providing the total number of dwellings in the associated planning application will this be considered.

Where the Building Cost Multipliers (BCM) are utilised

49. As per government guidance, the Building Cost Multiplier applied to school places arising from housing developments should reflect the actual costs of providing one additional full time school place at an existing school, based on the national average costs published annually in the Department for Education (DfE) school place scorecards. These costs will be updated annually in line with inflation and published as at 1st April each year in line with DfE guidance to ensure the contributions remain reflective of the true cost of creating additional school places. The contribution will be based on all England average costs published annually by DfE, adjusted with the BCIS location factor for Staffordshire. The latest BCM can be found in Appendix 2.
 50. In order to support stability and effective forward planning, the cost multiplier for each phase will be at least what was used in the preceding year.
-

d) Assessment of Planning Applications (Early Years school places)

51. The Childcare Act 2006 places a range of duties on Local Authorities regarding the provision of sufficient, sustainable and flexible childcare that is responsive to parents' needs. Local Authorities are required to play a lead role in facilitating the childcare market within the broader framework of shaping children's services, in partnership with the private, voluntary and independent sector.
52. Local authorities have a duty to ensure early years childcare provision within the terms set out in the Childcare Acts 2006 and 2016. SCC's Early Education & Childcare (EE&C) Team is responsible for securing sufficient early years provision free of charge for eligible children as below:
 - 15 hour entitlement for the most disadvantaged two-year-olds:
 - 15 hour entitlement for parents of three- and four-year-olds (the universal entitlement); and
 - 30 hour entitlement for working parents of three- and four-year-olds (the extended entitlement).
53. SCC meets this duty through a mixed economy of provision in schools and in private, voluntary and independent settings. Section 106 contributions would be used to provide additional early years provision in schools only.
54. DfE guidance states that "developer contributions have a role to play in helping to fund additional nursery places required as a result of housing growth, however they may be provided, in particular where these are proposed as part of school expansions or new schools".
55. SCC will consider and respond to planning applications from LPAs for any residential development where 10 or more dwellings will be provided.
56. Where a development falls within an area identified as having a potential shortfall of early years places to meet prospective demands, a contribution towards provision for early years will be sought. EE&C will make a judgement on a case by case basis using the most up to date sufficiency information available.
57. The number of nursery pupils attributable from a new residential development will be based on the formulae set out in Appendix 1. This formula has been developed based on current sufficiency data indicating demand for working parents and criteria for childcare entitlements weighted against population figures/percentages in Staffordshire.

e) Calculating Education Infrastructure Contributions (Early Years school places)

58. The contribution per nursery place will be based on the cost multiplier contained in Appendix 2, as the DfE guidance recommends that the "per pupil cost of early years provision is assumed to be the same as for a primary school".
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f) Assessment of Planning Applications (Special Educational Needs and Disabilities (SEND) school places)

59. Section 19 of the Children and Families Act 2014 makes clear that local authorities, in carrying out their functions under the Act in relation to disabled children and young people and those with special educational needs (SEN), must have regard to “the need to support the child or young person, and the child’s parents, in order to facilitate the development of the child or young person and to help them achieve the best possible educational and other outcomes, preparing them effectively for adulthood”.
60. The Special Educational Needs and Disability Code of Practice: 0 to 25 years (January 2015) states that “All children and young people are entitled to an appropriate education, one that is appropriate to their needs, promotes high standards and the fulfilment of potential”.
61. The “Securing Developer Contributions for Education” guidance states that “an increase in housing will lead to an increase in SEN”, that all local authorities should “seek developer contributions for all special school/SEN places generated by a development, where there is a need for additional SEN provision” and that:
- “It is reasonable and fair to seek developer contributions for SEN provision in direct proportion to the needs arising from planned housing development, applying the same principle to SEN provision as to mainstream.
62. New residential development will put additional pressure on SEND education and so a contribution may be requested towards additional provision.
63. The SEND Code of Practice states that “children and young people with SEN have different needs and can be educated effectively in a range of mainstream or special settings”. This may not always be the school closest to the development, as SEND pupils may need to travel greater distances to attend provision suitable for their needs.
- “Greater travel distances to special schools and alternative provision should not affect your consideration of whether a planning obligation meets the legal tests outlined in paragraph 1” (Securing Developer Contributions for Education, 2019).
64. To determine the need for additional SEND provision, pupil yield data has been used to identify a SEND Pupil Product Ratio (PPR) which is the number of pupils residing within recent local housing developments with an Education Health and Care Plan (EHCP) who attend a special school or pupils that attend a Pupil Referral Unit (PRU) (see tables in Appendix 1).

g) Calculating Education Infrastructure Contributions (SEND school places)

65. The contribution per SEND place will be based on the BCM contained in Appendix 2, however if a specific project has been identified, the contribution request will be based on this cost.
66. Special schools require more space per pupil than mainstream schools, which is reflected in the BCM. The DfE recommends that developer contributions for special or alternative school places are set at four times the cost of mainstream places, which is consistent with the space standards in Building Bulletin 104.

h) Assessment of Planning Applications (Home to school travel (mainstream))

67. The Education Act 1996, as amended by Part 6 of the Education and Inspections Act 2006, places a duty on Local Authorities to make suitable travel arrangements free of charge for eligible children as they consider necessary to facilitate their attendance at school. Walking distance is defined by S 444(5) of the Education Act 1996 at two miles for under-eights and three miles for those who have attained eight years. These distances are measured by the shortest available walking route. In excess of these distances Staffordshire County Council must fund 'free' school transport. For further information please see Staffordshire's home to school transport [policy](#).
68. In Staffordshire, this is extended to also provide free travel assistance to the catchment school if not the nearest school, and the 3-mile limit is not introduced until year 7 (age 11).
69. Where the development is above the walking distance criteria and would require Staffordshire County Council to provide home to school transport, a school transport contribution may be sought. This contribution will cover the cost of providing new or additional transport based upon a calculation of the number of pupils generated by the development for a period of seven years for primary and five years for secondary. In an area that operates a three-tier system, this calculation should be amended accordingly to include 5 years for first school aged pupils, four years for middle school aged pupils and 3 years for high school aged children.
70. Where the development is below the walking distance criteria but no safe walking route is available, an appropriate highway contribution to establish a safe walking route from the proposed residential development to either the catchment schools or the school/s where additional places will be provided (and the distance is below the eligible walking distance criteria) may be considered.

i) Calculating Education Infrastructure Contributions (Home to school travel (mainstream))

71. The contribution for home to school travel will be based on the annual cost contained in Appendix 4.

j) Assessment of Planning Applications (Home to school travel (SEND))

72. In Staffordshire the average percentage of children with an Education Health and Care Plan (EHCP) who currently receive transport to a relevant special school for five days a week will be used to calculate the SEND transport contribution. Details of this calculation and examples of calculations are contained in Appendix 4.

k) Calculating Education Infrastructure Contributions (Home to school travel (SEND))

73. The contribution for home to school travel for SEND pupils will be based on the annual cost contained in Appendix 4.

Appendices

This section of the document contains the appendices referred to in the main policy.

Appendix 1: Pupil Product Ratios (PPR)

Appendix 2: Project Costs and Building Cost Multipliers (BCM)

Appendix 3: Example Education Infrastructure Contributions Calculations for school places

Appendix 4: School transport contributions (mainstream and SEND) with Example Education Infrastructure Contributions Calculations for school transport

Appendix 5: Standard Section 106 Education Contribution template

Appendix 6: New School Site Requirements

Appendix 1: Pupil Product Ratios (PPR)

a) Pupil Product Ratios (PPR) to be utilised in each area of Staffordshire for mainstream school places

The table below shows the PPR per dwelling per year group for the different areas of Staffordshire. This is based upon an assessment of children resident in new housing in each area.

There are currently four primary areas and one High area where the PPR is higher (0.045 pupils per dwelling) than the standard PPR (0.03 pupils per dwelling).

PPR's are subject to change and will be reviewed as appropriate by analysing the number of pupils generated based on new housing completion data provided by each Local Planning Authority (LPA). In addition, if there is a change to school place planning clusters, a review of the PPR's will automatically be undertaken and updated below as necessary.

Area	Tier	PPR per dwelling per year group			PPR per dwelling
		Primary/First	Middle	Secondary/High	Sixth form
Cannock Chase – Norton Canes & Rugeley	2T	0.03	n/a	0.03	0.03
Cannock Chase – Town	2T	0.045	n/a	0.03	
East Staffordshire - Burton	2T	0.03	n/a	0.03	
East Staffs - Uttoxeter	3T	0.045	0.03	0.03	
Lichfield – Burntwood	2T	0.03	n/a	0.03	
Lichfield – City	2T	0.045	n/a	0.045	
Newcastle	2T	0.03	n/a	0.03	
South Staffordshire	3T	0.03	0.03	0.03	
Staffordshire Moorlands	3T/2T	0.03	0.03	0.03	
Stafford and Stone	3T/2T	0.03	0.03	0.03	
Tamworth	2T	0.045	n/a	0.03	

b) Pupils generated per 100 dwellings for mainstream school places

The table below calculates the total number of pupils generated for each phase of education per 100 dwellings using both the standard PPR (0.03 pupils per dwelling) and the higher PPR (0.045 pupils per dwelling).

Phase of Education	Pupil Ages	Number of year groups	Total number of pupils generated from 100 dwellings using the standard PPR per dwelling of 0.03	Total number of pupils generated from 100 dwellings using the higher PPR per dwelling of 0.045
2 tier system				
Primary schools	4 – 11	7	21	32
Infant schools	4 – 7	3	9	14
Junior schools	7 – 11	4	12	18
Secondary schools (no sixth form)	11 – 16	5	15	23
*Secondary schools (with sixth form)	11 - 18	6	18	27
3-tier system				
First schools	4 – 9	5	15	23
Middle schools	9 – 13	4	12	18
High schools (no sixth form)	13 – 16	3	9	14
*High school (with sixth form)	13 - 18	4	12	18

* There are at least 2-year groups in Sixth Forms, but the total number of pupils generated is based on 1 year group, as average staying-on rates are around 50%.

c) **Formulae to be utilised in each area of Staffordshire for early years school places**

The table below shows the formula to be utilised based on current sufficiency data indicating demand for working parents and criteria for childcare entitlements weighted against population figures/percentages in Staffordshire.

Age of Child	Number of early years pupils per dwelling	Total number of early years pupils per 100 dwellings
2 year olds	0.03	3
3 year olds	0.04	4
4 year olds*	0.02	2
TOTAL	0.09	9

*8/12 of four year olds in Reception class has been taken into consideration.

d) **Pupil Product Ratios (PPR) to be utilised in each area of Staffordshire for SEND school places**

The table below shows the number of SEND pupils by education phase generated per dwelling and per 100 dwellings.

Phase of Education	Pupil Ages	Number of year groups	SEND PPR per dwelling per year group	Total number of pupils generated from 100 dwellings using the SEND PPR
2 tier system				
Primary Provision	4 – 11	7	0.0006	0.42
Secondary Provision (including sixth form)	11 - 19	8	0.0011	0.88

* There are 3 year groups in Sixth Forms as average staying-on rates are around 100%.

Appendix 3 provides example PPR calculations to calculate the additional places required to mitigate the impact of development for mainstream, early years and SEND pupils.

Appendix 2: Project Costs and Building Cost Multipliers (BCM)

a) New Primary School Project Costs (reviewed annually)

The total costs to deliver the various sizes of Primary schools have been calculated based on Staffordshire's standard school designs using BCIS All-in TPI from Q3 2019.²

Size of school	Size of school	Total cost
First School	1FE	£4,575,600
Primary School	1FE	£5,291,100
	1.5FE	£6,755,725
	2FE	£7,902,200

b) Building Cost Multipliers (reviewed annually on the publication of the relevant data)

Where a specific project has not yet been costed, a cost multiplier is used to calculate the education infrastructure contribution required to mitigate against the impact of a development.

The mainstream BCM per pupil per phase of education are based on the cost of providing additional education infrastructure. The basis for the amount is all England average costs published annually by DfE, adjusted with the BCIS location factor for Staffordshire (0.97).

The table below shows the latest BCM to be used.

Phase of Education	Mainstream cost multiplier per pupil including weighting
Early Years/Nursery, First and Primary (including infant and junior schools)	£16,750
Middle	£19,906
Secondary and High	£23,062
Sixth Form	£23,062

² These are the most up to date new school build costs (BCIS All-in TPI from Q3 2019), these costs will be updated in the final document when available.

In accordance with DfE guidance, developer contributions for SEND places are set at four times the cost of a mainstream place appropriate for the phase of education, “which is consistent with the space standards in Building Bulletin 104”. The table below shows the SEND BCM per pupil per phase of education.

Phase of Education	SEND cost multiplier per pupil including weighting
Early Years/Nursery, First and Primary (including infant and junior schools)	£67,000
Middle	£79,624
Secondary and High	£92,248
Sixth Form	£92,248

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Appendix 3: Example education infrastructure contribution calculations for early years mainstream and SEND places

a) Example calculations to determine the education infrastructure contribution based on mainstream Building Cost Multiplier (BCM) per 100 dwellings

Number of dwellings x appropriate PPR per dwelling x number of year groups = number of pupils generated (rounded to the nearest integer) x mainstream cost multiplier

First school contribution example	
100 dwellings x 0.03 (PPR) x 5 year groups	= 15 pupils x £16,750 BCM = £251,250
Primary school contribution example	
100 dwellings x 0.03 (PPR) x 7 year groups	= 21 pupils x £16,750 BCM = £351,750
Middle school contribution example	
100 dwellings x 0.03 (PPR) x 4 year groups	= 12 pupils x £19,906 BCM = £238,872
High school contribution (without sixth form) example	
100 dwellings x 0.03 (PPR) x 3 year groups	= 9 pupils x £23,062 BCM = £207,558
Secondary school contribution (with sixth form) example	
100 dwellings x 0.03 (PPR) x 6 year groups	= 18 pupils x £23,062 BCM = £415,116

b) Example calculations to determine the education infrastructure contribution based on early years Building Cost Multiplier (BCM) per 100 dwellings

Number of dwellings x total early years PPR per dwelling = number of pupils generated x cost per pupil place

Early years contribution example	
100 dwellings x 0.09 (PPR)	= 9 pupils x £16,750 BCM = £150,750

c) Example calculations to determine the SEND education infrastructure contribution based on SEND BCM per 100 dwellings

Number of dwellings x appropriate PPR per dwelling x number of year groups = number of pupils generated x SEND cost multiplier

Primary SEND contribution example	
100 dwellings x 0.0006 (PPR) x 7 year groups	= 0.42 pupils x £67,000 BCM = £28,140
Secondary SEND contribution (with sixth form) example	
100 dwellings x 0.0011 (PPR) x 8 year groups	= 0.88 pupils x £92,248 BCM = £81,178

Appendix 4: School Transport Contributions (Mainstream and SEND)

a) Average annual mainstream School Transport Cost Per Pupil

The average annual school transport cost per pupil as per financial year April 2019 to March 2020 was £890 (index linked). This cost is applied to any eligible pupil attending school between Reception and Year 11. This figure will be updated annually to reflect the most up to date costs.

b) Calculating a mainstream School Transport Contribution

Where a school transport contribution is required, the contribution will be calculated as follows;

Primary School Transport Contribution

The number of eligible pupils generated by the development (based on the PPR) x the average annual cost of £890 x 7 (the number of years a pupil is in primary school)

Secondary School Transport Contribution

The number of eligible pupils generated by the development (based on the PPR) x the average annual cost of £890 x 5 (the number of years a pupil is in secondary school)

Where an area operates a three-tier system, this calculation should be amended accordingly to include 5 years for first school aged pupils, four years for middle school aged pupils and 3 years for high school aged children.

c) Example calculations to determine the School Transport Contribution based on 10 primary/secondary pupils generated from a development

Number of primary and/or secondary pupils generated x average annual transport cost x school years
--

Primary School Transport Contribution example

10 primary pupils generated x £890 annual transport cost x 7 years = £62,300
--

Primary School Transport Contribution example

10 secondary pupils generated x £890 annual transport cost x 5 years = £44,500
--

Where there is already existing home to school transport provision in an area which could be utilised, the average cost per pupil may be based upon known costs if possible. More rural developments may require a bespoke calculation as additional funds may be required.

d) Average Annual SEND School Transport Cost Per Pupil

In Staffordshire the average % of children of school age with an EHCP who currently receive transport to a special school for five days a week is 59%.

The average annual school transport cost per SEND pupil as per financial year April 2019 to March 2020 was £6687 (index linked). This cost is applied to 59% of eligible SEND pupils generated from a new residential development to enable them to be transported to the appropriate SEND provision. This figure will be updated annually to reflect the most up to date costs.

e) Calculating a SEND School Transport Contribution

Where a SEND school transport contribution is required, this will be calculated as follows;

Primary School Transport Contribution

The number of eligible pupils generated by the development (based on the PPR)/100 x 59 x the average annual cost of £6,687 x 7 (the number of years a pupil is in primary provision)

Secondary School Transport Contribution

The number of eligible pupils generated by the development (based on the PPR)/100 x 59 x the average annual cost of £6,687 x 5 (the number of years a pupil is in secondary school)

Post 16 School Transport Contribution

The number of eligible pupils generated by the development (based on the PPR)/100 x 59 x the average annual cost of £6,687 x 3 (the number of years a pupil is in post 16 provision)

f) Example calculations to determine the SEND School Transport Contribution based on 10 primary/secondary/post-16 pupils with SEND generated from a development

Number of primary, secondary and post-16 pupils with SEND generated x 0.59 (as 59% of pupils need school transport) x average annual SEND transport cost x school years
Primary SEND Transport Contribution example 10 SEND primary pupils generated x 0.59 x £6,687 annual cost x 7 years = £276,173
Secondary SEND Transport Contribution example 10 SEND secondary pupils generated x 0.59 x £6,687 annual cost x 5 years = £197,267
Post-16 SEND Transport Contribution example 10 SEND post-16 pupils generated x 0.59 x £6,687 annual cost x 3 years = £118,360

Where there is already existing home to school transport provision in an area which could be utilised, the average cost per pupil will be based upon known costs if possible. If appropriate a bespoke calculation may be required.

Appendix 5: Standard S106 Education Contribution Template³

The Staffordshire LPAs and SCC jointly produced standardised S106 Agreement templates to be used when an education infrastructure contribution is required towards the provision of a new school(s) or when an education infrastructure contribution to expand one or more existing school is required. These templates can be found using this [link](#). Different provisions may be required depending on the development in question.

A standard set of Section 106 education contribution triggers have also been agreed and are contained in the table below. These triggers provide consistency for developers when agreeing education contribution payments. We would want to be advised as soon as any trigger points for payments have been reached. The standard S106 Education Contribution Triggers are:

Number of Dwellings	Number of Payments	S106 Education Contribution Triggers
Under 50	1 payment	on or before commencement
51-150	2 payments	50% on commencement of the development 50% on commencement of 50% of the development
151+	3 payments	30% on commencement of the development 30% on commencement of 30% of dwellings (i.e. for 500 dwellings it would be the 151 st dwelling) 40% on commencement of 60% of dwellings (i.e. for 500 dwellings it would be the 300 th dwelling)

The education infrastructure contributions are required on commencement in order to ensure that the additional capacity is available in time to accommodate the pupils attributable from the development.

SCC consider that the education infrastructure contribution has been spent if it has incurred and met expenditure for the purpose for which the Education Infrastructure Contribution is to be used prior to that amount being received or due under the S106 Agreement.

SCC reserves the right to adjust the timing of delivery of an agreed education infrastructure project as necessary during the lifetime of the related development.

³ The template used may be updated subject to any revisions agreed by SCC

Appendix 6: New School Site Requirements

Sites for new schools

Where a developer is required to provide land to accommodate or provide for a new school, Staffordshire County Council (SCC) will require the land to meet the following requirements (this list is not exhaustive):

- Be sufficient for the size of school required, with ideally space for further expansion (using current site size contained in the latest appropriate Building Bulletin guidance as issued by government or its agent)
- Land that is suitable for the construction of a new school which is free from covenants, contaminants, overhead or underground utility lines and cables and any associated wayleaves, rights of way, conservation areas, Tree Preservation Orders, mine workings and/or mine shafts and fissures
- Land that has no adverse ground conditions including but not exhaustive of peat, running sand
- Land that is regular in shape, clear, drained, flat and level with a gradient not to exceed 15%
- Should not be located on a flood plain or be subject to flooding
- The developer is responsible for agreeing all tree removals with the Local District Council and for carrying out removals prior to site transfer
- The site should be located with good means of access to encourage walking, cycling and scooting to school and agreed by SCC. The location within the site should be discussed and agreed at the earliest point in the design/master planning process
- Be aware of relevant air quality standards
- Be fenced using fencing equivalent to British Standard BS1722-14:2006 part 14

Access

- Unrestricted access to the school site for construction traffic prior to the commencement of the development
- The provision of lit access roads and paths and of an adoptable standard to ensure that pupils, parents, visitors and staff can access the school safely and easily following completion
- The provision of a 3m footway in front of/adjacent to the entrance of the new school
- There must be a separate pedestrian and vehicle access into the school site
- The provision of off school site crossing zones to ensure safe means of access for all children/parents/visitors
- The provision of vehicular parking and drop off points for parents to use within the curtilage of new school sites is not deemed necessary, e.g. where new schools are located within new housing developments. There may be exceptions, and these will be considered on a site by site basis

Services

- The school site must be fully serviced with all utilities e.g. potable water (drinking water), electricity, gas, sewers and fibre optics (broadband)
- All services should be available at the boundary of the school site at least 12 months prior to the opening date for the school
- Staffordshire County Council will, following a request from the contractor, provide details of the capacity requirements for drainage, sewerage, fibre optics (broadband), electricity, gas and water. This will be done sufficiently in advance to ensure that the services are available at least 12 months prior to the opening of the school

Building Design (SCC)

All schools constructed by Staffordshire County Council must meet the following requirements:

- The school building should be designed to a specification to meet the current Department for Education guidance and best practice for the type of school
- The school building must contain all fixed furniture and fittings, as well as loose furniture, equipment and ICT required to enable the school to admit to the full capacity for the size of the school upon completion

Building Design (Developer)

All schools designed and constructed by a developer must meet the following requirements:

- The specification/design (as above) of the school must be agreed in advance with Staffordshire County Council
- Access on and off the school site for staff, visitors, emergency vehicles and refuge collection must be provided
- The provision of adequate parking on the school site for both staff and visitors

Appendix 2 – Summary of the relevant public consultation responses received and the county council’s statement.

Response to SEICP received	Staffordshire County Council’s statement
Six respondents agreed that housing developers should mitigate the impact of new housing on education infrastructure as per legislation	There is legislation and government guidance supporting develop contributions.
One respondent stated that the use of both CIL and S106 mechanisms for funding will not, as a whole, be able to fully fund education infrastructure provision.	Department for Education (DfE) guidance on securing developer contributions states: “Developer contributions for education are secured by means of conditions attached to planning permission, a planning obligation under Section 106 of The Town and Country Planning Act 1990, or the Community Infrastructure Levy (CIL). CIL revenues are intended to help fund the supporting infrastructure needed to address the cumulative impact of development across a local authority area”.
One respondent stated that developers should be required to contribute to public transport routes.	Contributions may be sought from developers towards the provision of public transport by the County Council’s Highways Team.
<p>One respondent believed that segregating SEND children further based on their needs does not feel right</p> <p>and</p> <p>that if a s106 is being used, the overall cost should represent the average cost for all children, and we shouldn't be singling out children with SEND any differently as an inclusive council.</p>	<p>The latest DfE guidance (Securing developer contributions) states that the amount that should be requested for additional SEND places should be four times the amount requested for mainstream places due to the costs of adding these places (require more space/specialised equipment).</p> <p>Consistent with the county council’s SEND strategy, our updated policy states that this contribution can be used in a mainstream setting as well as a special school as SCC sees as appropriate. SCC has previously requested no contributions towards SEND places from developers, even though new development will generate additional pupils requiring SEND provision and the special schools in Staffordshire are full to capacity.</p>

<p>One respondent stated that the use of s106 can have a negative impact on developments with increasing private estate management fees in addition to council tax payments which the parent is responsible for in the long term. Granted builders profits should cover this expenditure, but the council should consider the wider implications in its use of s106.</p>	<p>Section 106 contributions are requested for all types of provision required in the immediate area where necessary including (but not restricted to) education, green space, libraries, doctors, parks, highways, refuse. If a developer wants to build additional houses to increase the people living in an area, the wider impact of this on community facilities needs to be mitigated against and so a contribution is required. The DfE advises that “the amount of money that you seek to secure through developer contributions for education provision should reflect the cost of providing school places, linked to the policy requirements in an up-to-date emerging or adopted plan that has been informed by viability assessment”.</p>
<p>One respondent stated that the only point to raise is regarding developments on the border. The SEICP states that you will work closely with neighbouring authorities to ensure forward planning of future education infrastructure and whether it was worth strengthening this in terms of the approach that will be taken to work closer with neighbouring authorities?</p>	<p>The impact of every development is assessed individually, and discussions will continue to be undertaken with neighbouring authorities as appropriate.</p>
<p>One respondent stated that SCC will need to provide clear information on what projects the proposed CIL monies are to contribute towards in line within the relevant governance procedures and legislation.</p>	<p>The policy has been updated in line with the most recent legislation and guidance. In accordance with the Community Infrastructure Levy Regulations any authority that receives a contribution from development through the levy or section 106 planning obligations must prepare an infrastructure funding statement, including county councils.</p> <p>County councils should publish an infrastructure funding statement where they receive a contribution entered into during the reported year.</p>
<p>One respondent stated that there is a need to ensure developers assist with meeting the needs of the community</p>	<p>The revised policy will enable a contribution towards home to school transport to be sought.</p>

they create by making a financial contribution to the provision. They will often pick areas of land that maximise their profits, but these areas may be some distance away from an educational establishment.

Respondent	Do you think housing developers should mitigate the impact of new housing on education infrastructure as per legislation? - mitigating impact of housing	If you have any comments on the three policy sections listed below please complete the relevant box: - a) Mainstream education provision	If you have any comments on the three policy sections listed below please complete the relevant box: - b) Home to school transport provision	If you have any comments on the three policy sections listed below please complete the relevant box: - c) Special educational needs and disabilities provision	If you have any further comments please enter them in the box below: - Additional information
1	Yes	I believe developers should ensure that when building in an area, particularly homes which are suitable for families, the relevant educational provision is available within a close radius for those families. This would include contributing to current provisions should capacity need to be extended and/or agreeing with the LA to fund or part fund additional schools. This is at all levels - primary and secondary school places.	Many developments are in areas which families with one car predominantly used for travel to work, or like myself non-drivers with primary age children, would struggle to live in due to the very poor public transport availability in Stafford. In addition, very few school routes are provided by schools and largely only by secondary schools. If you do not qualify for benefits but are reliant on public transport for school or work, many new developments aren't somewhere you could live. Developers should be required to contribute to public transport routes.	I believe developers should ensure that when building in an area, particularly homes which are suitable for families, the relevant educational provision is available within a close radius for those families. This would include contributing to current provisions should capacity need to be extended and/or agreeing with the LA to fund or part fund additional schools. This is not just for mainstream places, this should cover SEND provision as these services are already stretched and provide such essential services to families.	
2	No		Segregating these children further based on their needs does not feel right	Segregating these children further based on their needs does not feel right	Every child is entitled to a safe place to live and to receive a good education. The choice of a parent buying a new build property should not influence how that place is funded or secured. It is likely that a child with SEND funding will already be in receipt of funding before moving into a new build provision. The use of s106 can have a negative impact on developments with increasing private estate management fees in addition to council tax payments which the parent is responsible for in the long term. Granted builders profits should cover this expenditure, but the council should consider the wider implications in its use of s106. If a s106 is being used, the overall cost should represent the average cost for all children and we shouldn't be singling out children with SEND any differently as an inclusive council.
3	Yes				
4	Yes	There is a need to ensure developers assist with meeting the needs of the community they create by making a financial contribution to the the provision	There is a need to ensure developers assist with meeting the needs of the community they create by making a financial contribution to the the provision They will often pick areas of land that maximise their profits but these areas may be some distance away from an educational establishment.	There is a need to ensure developers assist with meeting the needs of the community they create by making a financial contribution to the the provision. They need to be contributing to all aspects of educational provision and meeting equality needs.	
5	Yes	Please see my comments in the 'additional information' section below.	Please see my comments in the 'additional information' section below.	Please see my comments in the 'additional information' section below.	Housing developers should indeed mitigate the impact of new housing on education infrastructure as per legislation; such legislation includes the requirement that any planning obligations requests for S106 education contributions must meet the requirements of the CIL Regulations tests. As has often been the case in numerous Planning Appeals, the evidence supporting a local education authority's request for S106 education contributions often fails to meet the requirements of these three tests. Indeed, in some cases there are local education authorities who continue to seek S106 education contributions even though the evidence clearly indicates that no contributions are necessary. Oliver Nicholson Strategy Director EHP Consultants The home of social infrastructure analysis is www.ehp-consultants.com The only point to raise regarding developers on the matter is the fact that you will work closely with neighbouring authorities to ensure forward planning of future education infrastructure. Is it worth strengthening this in terms of the approach you will take to work closer with neighbouring authorities? For example, if Staffordshire were determining the planning application and sought developer contributions, however the pupil yield would likely impact on education provision in a neighbouring authority, would Staffordshire be open to using the developer contributions to fund places in the neighbouring authority?
6	Yes	Agree with the approach taken.	Agree with the approach taken.	Agree with the approach taken.	
7	Yes	including new school provision and expansions to existing sites. There are also a number of future projects outlined, notably for primary education provision. As an authority we use CIL and S106 to obtain contributions for infrastructure for developers. Change to the CIL regulations now allow for 'double counting' for infrastructure via S106 and CIL. Prior to this change secondary education was within the CIL 123 list for infrastructure funding. The above changes made mean that S106 can now also be utilised for such contributions. However, it should be clear that the use of both mechanisms for funding will not as a whole be able to full fund education infrastructure provision. Additionally, with regards to CIL SCC will need to provide clear information on what projects the proposed CIL monies are to contribute towards in line within the relevant governance procedures and legislation.			

Cabinet Meeting on Wednesday 17 February 2021

Special Educational Needs and Disability (SEND) Strategy 2021-26



Cllr Jonathan Price, Cabinet Member for Education (and SEND) said,

“We want all children with special educational needs and disabilities to be able to reach their potential by receiving the right support at the right time in their own communities, at their local school or place of education.

We have worked hard to meet increased demand and part of that development process has been to work closely with partners, professionals and parents to find the best way forward.

This strategy lays down the principles upon which our work will be based, particularly using the funding available to have pupils educated more inclusively closer to home, while multiple groups work together better for each child’s benefit.”

Report Summary:

Staffordshire County Council and partners have been co-producing a new strategy to support the inclusion of all children and young people, particularly those with Special Educational Needs and Disabilities (SEND). This Strategy builds on the outcomes of the 2018 Ofsted/CQC Local Area SEND Inspection and the Written Statement of Action.

Recommendations

I recommend that Cabinet:

- a. Notes the update to the SEND Strategy in light of the responses received during the consultation period; and
- b. Approves the Staffordshire SEND Strategy as the core vision and key priority areas that the County Council, along with the Clinical Commissioning Groups (CCGs) and partners (including education and health providers) will use to drive our ambition for improving provision for our children and young people.

Local Members Interest
N/A

Cabinet – Wednesday 17 February 2021

Special Educational Needs and Disability (SEND) Strategy 2021-26

Recommendations of the Cabinet Member for Education (and SEND)

I recommend that:

- a. Notes the update to the SEND Strategy in light of the responses received during the consultation period; and
- b. Approves the Staffordshire SEND Strategy as the core vision and key priority areas that the County Council, along with the Clinical Commissioning Groups (CCGs) and partners (including education and health providers) will use to drive our ambition for improving provision for our children and young people.

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

Reasons for Recommendations:

1. Staffordshire County Council and partners have been co-producing a new strategy to support the inclusion of all children and young people, particularly those with Special Educational Needs and Disabilities (SEND). This Strategy builds on the outcomes of the 2018 Ofsted/CQC Local Area SEND Inspection and the Written Statement of Action.
2. The SEND strategy for Staffordshire 2021-2026 has been co-produced with key stakeholders including health and education representatives, parents and carers. The draft strategy has been the subject of public consultation, which took place between November 2020 and January 2021, to seek feedback on the proposed vision, priorities and activities by which the Council will shape its work and decisions in relation to SEND over the next five years, and to inform the development of the new strategy.
3. The SEND strategy 2021-2026 (Appendix 1) sets out how the County Council with strategic partners will support the inclusion of all children and young people, with a focus on those with SEND.
4. The strategy has been developed over the last 8 months through a series of pre-consultation activities with partners including parents and carers. Throughout June and July 2020, over 370 people completed the SEND Survey. Our Facebook Live 'SEND Strategy Discussion' event that ran in August 2020 with the Staffordshire Voice Project had over 8,400 views and had 200 comments.

5. Through the consultation period 5,063 parents and carers were emailed directly, the information was shared with education providers and the consultation was advertised on social media to reach a wide audience.
6. The ambition of the strategy is that all children and young people with SEND in Staffordshire are given the opportunity to reach their full potential, that they are able to engage with the right support at the right time from their family, the community and the professionals who work with them to ensure that this happens. Parents and professionals have also shared experiences and comments from the children and young people they are supporting.
7. As part of our pre-consultation activities and formal consultation period, the strategy has been co-produced with parents and carers, as well as education providers and professionals from social care, health and education, to ensure it complements other County Council and key stakeholder strategies.
8. Within the strategy, four priorities have been identified:
 - a. Services communicate well with each other and families regularly and in a timely manner.
 - b. Education settings, health and social care services work in partnership with families and other support providers to meet needs of children and young people
 - c. The right support is made available for children and young people with SEND and their families at the right time
 - d. Communities are inclusive: There is greater awareness in the community of SEND resulting in improved access to out of school activities for families with SEND.
9. The strategy is a high-level document with the implementation plan, linked to the activities set out within the local area written statement of action, now being finalised.
10. The responses received as part of the consultation identified that there is a high level of support for the vision and priorities, but this is tempered by a lack of belief that there will be the funding, resources and commitment for delivery, based on the current provision.
11. As stated within the Cabinet report on 18 November 2020 within the [Children and Families System Transformation](#) update, the aspiration for the SEND and Inclusion part of the children's system is to improve the outcomes for Staffordshire's children and their families. We aspire to an inclusive system underpinned by restorative practice and integrated into a District Footprint.
12. To achieve the best outcomes for children and make better use of the funding available, the aspirational model of the partnership will create an inclusive system where there are more children with SEND receiving SEND support in mainstream schools. Special schools will provide outreach support to mainstream schools that will allow mainstream schools to provide high quality support to children identified with SEND needs

13. The roll out of the SEND locality hub model is providing the mechanism to identify and support children experiencing difficulties early, reducing the need for EHCPs. These are supporting mainstream schools to provide a graduated response to additional needs.
14. As part of the strategy, a plan for specialist provision is being developed. This is because available places in our state funded specialist provision are limited due to numbers already on roll. The number of children with SEND educated in independent non maintained special schools continues to increase. The plan will consider the creation of additional enhanced provision in mainstream schools. Through doing this it will be possible to educate more children locally and reduce the costs associated with educating children out of county in the independent non-maintained sector. There will also be a potential reduction in transport costs by placing children more locally.
15. The draft SEND strategy was presented to the Prosperous Staffordshire Select Committee on 12 November 2020. Following amendments as a result of consultation responses received, the final strategy was presented to a working group of representatives of the 3 Staffordshire select committees on 26 January 2021 where the strategy was welcomed and supported.

List of Background Documents/Appendices:

Appendix 1 – SEND Strategy

Contact Details

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Staffordshire Special Educational Needs and Disabilities (SEND) Strategy 2021-2026



Cannock Chase Clinical Commissioning Group
East Staffordshire Clinical Commissioning Group
North Staffordshire Clinical Commissioning Group
South East Staffordshire and Seisdon Peninsula Clinical Commissioning Group
Stafford and Surrounds Clinical Commissioning Group
Stoke-on-Trent Clinical Commissioning Group



Introduction:

Our highest priority is to ensure that children with Special Educational Needs and Disabilities (SEND) receive the support they need to achieve the best possible outcomes in life.

We know that we need to strengthen, develop and deliver services to meet the needs of children and young people with SEND and their parents/carers. This strategy will set out our high-level vision and future strategic aims for Staffordshire that places children's outcomes at the forefront. These shared aims have been endorsed by all stakeholders.

The [SEND and Inclusion Partnership](#) Group are responsible for setting the vision and direction of services that support children and young people from 0-25 years with special educational needs and disabilities. The members of the Partnership are:

- Staffordshire County Council (SCC)
- Staffordshire and Stoke-on-Trent Clinical Commissioning Groups (CCGs)
- MPFT (Midlands Partnership NHS Foundation Trust)
- North Staffordshire Combined Healthcare NHS Trust
- Representatives from education (Primary, secondary, further education and special schools)
- Representatives from parent/carer groups

This strategy includes all children and young people aged 0-25 with SEND and their families. A child or young person has special educational needs if they have a learning difficulty or disability which calls for special educational provision to be made for them. Special educational provision is provision that is additional to or different from that which would normally be provided for children or young people of the same age in a mainstream education setting. In this document 'we' refers to all members of the partnership and as it is for children and young people from 0-25 years and their parents/carers 'education settings' refers to childcare providers, schools, further education and specialist provision; and 'support' refers to any extra help a child may need (including while in an education setting).



Developing the Strategy

We began by consulting with a range of professionals, young people and families to inform a self-evaluation of what is working well and what needs to improve. We also asked if you had a magic wand what would you change. The findings were reviewed by a group of parents/carers, SENDCos (Special Educational Needs and Disabilities Coordinators), and other professionals who then used them to collectively write the aims and priorities of the strategy. The strategy was developed during the Coronavirus pandemic in 2020, this made seeking the views of children challenging and we were reliant on hearing their views through the people who are supporting them and through recent consultations carried out for various purposes, for example as part of the development of the Autism Strategy. Further consultation took place on the first draft of the strategy and a number of changes were made as a result. Working together is an important part of the strategy and it was important to start as we mean to continue. As the action plan is developed to deliver the strategy we will continue to work with parents/carers and children and young people to ensure we are taking the right action to deliver our ambitions.

The voices of families were powerful and clear. They want Staffordshire to provide quick access to support at the right time, to have clear and regular communication and as a community to be welcoming and inclusive. This is captured in the 'Our Vision and Priorities' section of the strategy.

The success of this strategy depends on everyone working together. An action plan will be developed to support implementation; this will be co-produced and aligned with existing plans such as:

- the Written Statement of Action (which was developed in response to the last inspection from Ofsted and the Care Quality Commission)
- the Accessibility Strategy,
- the Preparing for Adulthood protocol,
- Joint Autism Strategy,
- Whole Life Disability Strategy and
- Education and Skills Strategy.



All plans will be regularly reviewed and adapted to respond to ongoing feedback with the implementation of the strategy overseen by the Partnership. You will be able to read the action plan and check on the progress of its implementation by reading the quarterly updates that will be provided to the Partnership Board (available on the [Local Offer Website](#)).

Context

In November 2018, Ofsted and the Care Quality Commission conducted a [Local Area Review](#) of SEND provision and found there to be a number of areas for development. In response, a Written Statement of Action was developed and as a Partnership we have improved our governance so that we can effectively lead and monitor SEND provision throughout Staffordshire.

Staffordshire is a large county with over 400 schools and academies providing education for around 120,000 pupils. About 13.5% of pupils in Staffordshire have special educational needs compared with a national average of 15.3%. The number of children and young people with an EHCP (Education Health and Care Plan) has been steadily rising each year from 3,500 in 2014 to 6,200 in 2021. There are far more children with SEND that are educated in a special school in Staffordshire than the national average (24% compared with 9%). More information about the picture in Staffordshire can be found on the next page.

Historical national underfunding has meant Staffordshire County Council has overspent on its SEND budget allocation each year. The gap has been financed through reserve funds which have now diminished. Although lobbying of the government has resulted in some additional funding it is anticipated that the amount of funding won't continue to rise and therefore a funding gap will again develop if nothing changes in the way we do things.

Everyone has a responsibility (particularly Education, Health and Social Care) to ensure that children and young people with SEND get the support they need when they need it. SEND and Inclusion District Hubs and Locality Management Groups have been set up in each district of Staffordshire to provide a mechanism to identify needs early and support children and young people experiencing difficulties; potentially reducing the need for EHCPs. Through Staffordshire County Council's Strategic Children's transformation programme, the delivery of the SEND support offer will be reshaped into district-based teams alongside social care services to ensure that all Staffordshire County Council services are aligned, to meet the child's needs.





What we know about Staffordshire



Staffordshire is a large county with over 400 schools and academies providing education for around 120,000 pupils

The percentage of pupils with SEND in Staffordshire in 2019/20 was 13.5% and in England 15.3%.

In 2019/20, 10.3% of pupils in Staffordshire required SEND support. This is lower than the national figure of 12.1%.

4% of the Early Years Population have high SEND needs. 20% go on to a special school, 15% mainstream school with an EHCP and 56% mainstream supported under school resources

There are 6,048 Children and young people with an EHCP

We have 12,758 pupils who have been identified with SEND that are being educated in mainstream settings

24% of SEND pupils in Staffordshire are placed in special academy schools compared to a national average of 9%.

Our % of pupils with an EHCP attaining age expected levels in key stage 2 in Staffordshire is lower than national average (6% compared with 9%).

2.1% of adults with learning disabilities were in paid employment in 2019/20 compared with an average of 5.4% for all English regions.

In 2019/20 70.7% of adults with learning disabilities lived in their own home or with their family.

The % of students with SEN Support gaining 9-5 at GCSE (including English and Maths) is 16.9% compared to 20.5% nationally

1% of those Electively Home Educated have an EHCP

2,500 pupils attend 23 special schools and 6 PRUs

In 2020 there were 1,127 requests for statutory EHC assessments and 489 were agreed (48%)

In January 2021, 33% of EHCP were issued within 20 weeks.

The number of mediation cases in Staffordshire appears to be low in relation to national averages

Unemployment and youth unemployment rates are lower than national averages

The number of personal budgets taken up for EHCP plans is significantly below national averages

Permanent exclusions for those at SEN support is higher than national averages

What you have told us

During the writing of this strategy we listened to some great examples of services being provided by mainstream schools and from services such as Early Help supporting parents/carers at home. However, there were also a number of negative experiences shared and suggestions for improvement and these are summarised below.

Our families have told us that:

- Experiences for families vary greatly between schools.
- Parents/carers and young people are not always equal partners in the process of developing a solution to meet their needs
- Professionals from different organisations do not always work well together with some professionals missing from important conversations such as involvement in the EHCP process.
- Communication could be improved so that everyone is clear what is happening.
- Documents received are not always easy to understand.
- Families need to repeat their story multiple times.
- It can be a 'battle' to get support unless in crisis.
- Waiting for support is a really difficult time for families. Children's needs are not fully met and at the same time parents/carers are trying to understand new conditions and diagnoses.
- Things usually get better when an EHCP is in place
- Families get advice at the end of a process (when they are turned down for support) that could have been provided at the start.
- It feels like there is layer upon layer of decision making.
- Awareness in the community has dramatically improved over recent years, but there is still a way to go with some shops still inaccessible if you have impaired mobility, and community groups that are not able to open their doors to all.
- Within the home environment, families are generally happy with the support that their child receives but parents/carers would like to be able to have more breaks and time for themselves, for example, access to services which allow parents/carers to take an hour or two out for an evening meal, are very limited.



Professionals have told us that:

- Funding is focussed on high needs and sometimes we miss opportunities to prevent escalating needs.
- We do not always jointly commission, this means that services can be fragmented and results in some of the problems experienced by families.
- Physical issues can be overlooked where children and young people are either at, or just managing, to keep up with age related expectations.
- The root cause of issues is not always considered and addressed.
- SENDCOs do not always know where to go for support and signposting advice.
- When children with more complex needs in mainstream schools are awaiting an EHCP, the school are needing to redirect educational resources away from all pupils or needs remain unmet. This is because the 'SEND notional budget' is based on an average funding formula and does not cover every child that needs extra help in the school.
- There can be a negative impact on the child/young person, their family, teachers and the other pupils in the class when children's needs are unmet.



Looking to the future:

- We need to be more aspirational for children and young people with SEND.
- Children and young people want to be able to go to groups and activities in their community just the same as everyone else (but they don't want their parents/carers to have to attend these groups/activities).
- Parents/carers want schools to ensure notional budgets are used appropriately and they are held to account for how the money is spent
- Parents/carers would like to see successful parent/carer support groups embedded across the county.

What we are hoping to achieve: the vision and priorities

A vision is a goal for the future. It is something to aspire to, not what is happening now. A shared vision helps the different partners involved in supporting children and young people with SEND and their families to understand the direction of travel and make sure we all work towards this. Our vision is that:

“All children and young people with SEND are given the opportunity to achieve everything that they can. They engage with the right support at the right time from their parents/carers, the community and the professionals that work with them to make this happen.”

This will look different for every family as each child and young person is an individual with different abilities and needs who require different levels of support.

Importantly, we aim to support children and young people to have high but realistic aspirations for themselves and what they want to achieve.

We will strive for consistency throughout Staffordshire with education settings encouraged to be inclusive, needs met as early as possible, independence skills encouraged at every stage and children at the centre of every decision. We will work together because we are stronger as a team and it is everyone's responsibility to meet the needs of children and young people with SEND.



We have set 4 priorities to focus on to help achieve our vision.

These are:

1. We communicate well with each other
2. We work in partnership to meet the needs of children and young people
3. We ensure that the right support is available at the right time
4. We encourage communities to be inclusive

Making improvements in each of these priority areas will improve outcomes and experiences for children and young people with SEND and their families. Further details on each priority are set out below.



Priority 1

We communicate well with each other

- a) There is good, regular communication between children and young people, parents/carers and all the professionals involved so that everyone is kept up to date.
- b) Up to date information on how and where to access support is available and easy to access.
- c) We work 'with' not 'do to'. Children, young people and their families are equal partners when developing solutions to meet their needs.
- d) All professionals understand Special Educational Need and Disability and can communicate effectively with children and young people with SEND.
- e) When a professional is involved in supporting or assessing a child or young person, they will collaborate with other relevant professionals supporting the principle of 'tell it once' and ensuring that there are no gaps.
- f) Regular opportunities are provided for children, young people their families/carers and professionals to provide feedback on, and influence the future delivery of services.
- g) Partnership governance is effective and supports us to make effective decisions and share information.
- h) There are good levels of satisfaction. If a family feels like they are being failed by the people who are supporting them, they will know how to raise this.



Priority 2

We work in partnership to meet needs of children and young people

- a) Professionals from different organisations come together as a virtual 'team' to support a child. They all have high aspirations for children and young people and encourage them to do the same.
- b) Everyone is clear about their expectations of each other. They work in a timely manner, respecting deadlines and making sure any transfers between services are planned and happen smoothly.
- c) We all have honest conversations.
- d) Appropriate professional advice is available. Where possible, we will work to the principle of 'tell it once' and ensure our advice is consistent.
- e) Referrals, plans, and processes are easy to complete, and information easily understood. There is help available for those who need support to read, interpret and access documents.
- f) The main focus is always what the child needs, which is more important than who will be funding support.
- g) There will be awareness of what has already happened to avoid repeating actions that do not lead to improved outcomes.
- h) Decisions are transparent and based on achieving the best outcomes for the child or young person. This will normally include the child being visited or spoken to by the people making decisions unless it is felt to not be in their best interests.
- i) We have high aspirations for the services we commission and where we can we do it once and do it well.
- j) Partners will jointly commission services for children and young people wherever it is possible to do so. We will provide clear pathways so that people understand how to find the appropriate support.
- k) All transition points (for example, between classes, education settings, and from education into employment), are planned for, well in advance and as a result, go smoothly.



Priority 3

We ensure that the right support is made available at the right time

There are two elements to this priority:

- 1) That early help is in place to prevent needs escalating. We know that the graduated response process is often the best route for education settings to make sure that children and young people get the right support quickly.
- 2) When an EHCP is required that there is an effective process for completing one

Early help is in place to prevent needs escalating:

- a) Children and young people with SEND are offered the support they need at an early stage, in a place they are comfortable and without the need for an EHCP (where this is possible).
- b) Quality teaching is delivered to adapt learning for every child.
- c) Identification at the earliest opportunity will help children longer term so everyone is encouraged to identify and provide support when a child is not developing in line with expectations and consider whether Early Help will support the child and family. Children and young people will not need to be in crisis to get support.
- d) Parents/carers and education settings know who to approach for signposting advice.
- e) Training is available so that everyone has the knowledge and skills to support early help for children with SEND.
- f) It is recognised that no one is an expert in everything and there is a team of specialists available to advise when needed.
- g) There will be rapid access to consistent advice and support (across Staffordshire) both at the beginning and also at times of crisis for those already receiving support.
- h) The SEND and Inclusion District Model helps to meet the needs of children early within a partnership approach.
- i) Funding is available to support early identification and support.
- j) People supporting children and young people with SEND, including SENDCos, have adequate time dedicated to arranging and monitoring the support required for children in their setting. Induction advice and school-to-school support is available to help them succeed in their role.
- k) Children and young people will be encouraged to have aspirations for their future, and professionals should be continually exploring further development.
- l) Independence skills are encouraged from an early age and support is available to parents/carers to help them to also develop their child/young person's independence at home.



An effective EHCP process

- a) There is awareness amongst education settings, parents/carers, and professionals that an EHCP is not appropriate for every child with additional needs and they will explore other options through the graduated response where suitable.
- b) For those that do need an EHCP, the process is timely and easy to understand so that support can be put in place as quickly as possible and ensure there is a consistent experience for children and young people across Staffordshire. It is recognised that the national 20 week timescale is a significant proportion of the school year, however this timeframe does allow all of the people involved to properly contribute.
- c) Evidence to support applications will be realistic and reflect the current needs of the child and sit alongside appropriate assessments to be used in the statutory process.
- d) Professionals are knowledgeable and feel confident to meet the needs of those identified with SEND.
- e) Training and advocacy are available to support families and education settings through the process.
- f) Everyone has a voice that is shared and heard (child, family, carer, education, health, care).
- g) The EHCP is reflective of the child's needs, designed to improve their outcomes, details specialist teaching provision required and as such is updated regularly (it will be a 'live' document for updating the elements that are not related to funding).
- h) Any provision attached to the EHCP will be reviewed and adapted as necessary if the child/young person moves education setting (notice periods may apply). Parents/carers are offered a personal budget where this is suitable for their circumstances.
- i) Children and young people are given the opportunity to be educated in their local mainstream education setting whenever it can meet their needs. These education settings will be well equipped to understand and meet the child's needs and know how to access specialist support when it is required.
- j) Planning for the future is an important consideration in all EHCPs and annual reviews.
- k) Education settings understand their role in preparing young people for independence and from the age of 14 preparing for adulthood will be a key feature in every EHCP and review (there are four key components to preparing for adulthood: living independently, gaining employment, having good health and participating in the community).



Priority 4

We encourage our communities to be inclusive

- a) Places are friendly, welcoming and inclusive for children and young people with additional needs and their families (standards for schools can be found in the Accessibility Strategy).
- b) Everybody is encouraged to be an advocate for SEND so that there is greater awareness of SEND in the community.
- c) Training is made available to leaders of community groups.
- d) Community facilities and organisers of activities and holiday clubs are encouraged to be accessible so that children and young people can participate in the activities that they want to do.
- e) Education settings tailor learning opportunities and support children with SEND to fully participate in school life.
- f) Wherever possible, children will access education placements that are close to home to help develop friendships in their local community and promote independence.
- g) Good information, advice and guidance is available to support children. Children, young people, families and professionals should be able to find out what activities there are in the local area and how to access them.
- h) Parents/carers have support mechanisms available to them locally



How our progress will be measured

A set of measures will be developed for each priority with clear timescales. These measures will then be monitored by the SEND Inclusion and Partnership Group. They will consider the voice and experience of children, young people, parents/carers and professionals to gain assurance that agreed actions are having the desired impact.

Below is a list of some of the things that the partnership will be looking for:

- Children and young people and their families will tell us that they feel:
 - Listened to and understood.
 - Part of their school community.
 - Well informed about their child's support.
 - Communication is clear and easily understood.
 - The support they receive is improving their outcomes.
 - More resilient because they are well supported.
 - Able to access more community activities (without their parents/carers needing to stay with them).
- More children and young people with SEND:
 - Are accessing the right support at the right time.
 - Improving their educational progress and attainment.
 - Engaged in further education and/or employment.
 - Are regularly attending school (either due to reduced exclusion or health reasons).
 - Are educated close to where they live.
 - Will receive the support that they need earlier and without the need for an EHCP.
- EHCPs are completed in a timely manner.
- Education settings are committed to inclusion.
- Provision maps and Local Offer show a breadth of support to meet need.
- There is true partnership working between different professionals and parents/carers with solutions developed together.
- Staffordshire compares well against other local authorities and nationally accepted frameworks.

How you can get involved

Further information about the strategy's progress alongside ways to provide feedback will be advertised on the SEND Local Offer website. There you will also find information on groups for young people, parents/carers and SENDCOs to help influence the delivery of SEND services. These groups are open to everyone; either a young person with a special educational need or disability or those that are supporting them. 'You said, we did' style documents will be produced to show that feedback is being listened to and acted on.



Cabinet Meeting on Wednesday 17 February 2021

Staffordshire History Centre: National Lottery Heritage Fund Round Two Submission



Cllr Victoria Wilson, Cabinet Member for Communities and Culture said,

“Staffordshire’s residents have been making history for thousands of years; as traders, inventors, writers and first-hand witnesses of the changes to Britain from the Anglo-Saxon period to the 21st century.

These invaluable collections allow both individuals and communities to reflect on our past and inform our future.

If our round two bid for National Lottery Heritage Funding for the Staffordshire History Centre project is successful, it will create imaginative and exciting ways to connect Staffordshire people and their stories, and at the same time, will secure access to historic collections for the next fifty-five years.”

Report Summary:

This report brings the business case for extending storage proposed within the Staffordshire History Centre project and an update on the final round two submission. The project received a round 1 grant in September 2019 and passed the mid stage review in December 2020. The round two submission to the National Lottery Heritage Fund (NLHF) will be made in on 1 March 2021.

A corporate review of storage identified Unit QB at Beaconside in Stafford as a potential saving if alternative provision can be made for the Archive Service collections and the Record Centre.

The report considers the risks and issues for the Archive and Heritage Service and County Council but does not include the Record Centre. This is because the business case is still being developed for the Record Centre. It also analyses the options against the risks and issues and whether they provide a short, medium or long term solution.

The report considers the capital and revenue costs for each option over 40 years as the whole life cost for this asset. All options will require additional revenue provision and three out of four require capital investment.

Recommendations

I recommend that:

- a. The Round Two application to deliver the Staffordshire History Centre is submitted to the National Lottery Heritage Fund on 1 March 2021 which will provide additional

storage, release the current QB Archive Outstore and support the Property Strategy.

- b. If the application referred to in recommendation a is successful, to authorise the Deputy Chief Executive and Director for Families and Communities to accept the grant funding, terms and conditions, and, in consultation with the Cabinet Member for Communities and Culture, deliver the project.
- c. The planned capital investment and project delivery costs of £6.332m are approved for the four-storey extension of the Staffordshire Record Office (subject to confirmation of NLHF funding) and that this is added to the Council's capital programme.
- d. Additional revenue provision is made of £0.196m from 2023/24 to meet the additional costs of this property venture.

Local Members Interest
N/A

Cabinet – Wednesday 17 February 2021

Staffordshire History Centre: National Lottery Heritage Fund Round Two Submission

Recommendations of the Cabinet Member for Communities and Culture

I recommend that:

- a. The Round Two application to deliver the Staffordshire History Centre is submitted to the National Lottery Heritage Fund on 1 March 2021 which will provide additional storage, release the current QB Archive Outstore and support the Property Strategy.
- b. If the application referred to in recommendation a is successful, to authorise the Deputy Chief Executive and Director for Families and Communities to accept the grant funding, terms and conditions, and, in consultation with the Cabinet Member for Communities and Culture, deliver the project.
- c. The planned capital investment and project delivery costs of £6.332m are approved for the four-storey extension of the Staffordshire Record Office (subject to confirmation of NLHF funding) and that this is added to the Council's capital programme
- d. Additional revenue provision is made of £0.196m from 2023/24 to meet the additional costs of this property venture.

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

Reasons for Recommendations:

Background and Context

1. On 6 February 2019, several options for delivery of the Staffordshire History Centre project were considered. A preferred option to deliver the History Centre with a Heritage Fund grant was approved by Cabinet on 15 May 2019. The stage 1 application was successful in September 2019 with a round two application to be submitted by 1 March 2021.
2. Cabinet requested that a detailed business case be prepared to consider the costs and benefits of increasing storage from two to four floors to address storage issues for both the Archive and Heritage Service and the Information Governance Unit Record Centre. Both services store records in two separate spaces within a shared facility at Unit QB in Stafford. The lease of the unit ends in 2025 and will be reviewed as part of the Strategic Property rationalisation programme for potential savings. If the whole of Unit QB was vacated it would realise a potential saving of £0.179m.

3. Development of the business case has been separated into two elements to meet the timeline for the Staffordshire History Centre project and the more complex requirements for a new Record Centre offer. A separate business case is being developed to assess storage requirements for the Record Centre and this will be brought to Cabinet at a later date.

Analysis of options against issues and risks

4. The table below shows a summary of the issues and risks faced by the County Council and Archive and Heritage Service against four options:

Issue/risk	Option 1 Do minimum	Option 2 2 storey	Option 3 3 storey	Option 4 4 storey
Deliver Service MTFS	✓	✓	✓	✓
Release 99-year lease for WSL building	X	✓	✓	✓
Heritage asset (WSL building) at risk	X	✓	✓	✓
WSL collection moved to new appropriate standard of storage	X	✓	✓	✓
Maintain Archive Service Accreditation (Assumes QB out store is retained)	X	✓	✓	✓
Maintain Museum Service Accreditation	X	✓	✓	✓
Future collecting for Archive service	X	✓	✓	✓
Future collecting capacity (in years) for Archive service	X	X	17 Years	55 Years
Vacating QB out store (Archive collections in full)	X	X	✓	✓
Planning Permission	N/A	✓	✓	TBC
Improved public access	X	✓	✓	✓
	£m	£m	£m	£m
Previously approved SCC capital	-	0.861	0.861	0.861
Additional SCC capital request	-	-	0.540	1.033
Additional SCC revenue request (ongoing)	0.051m	0.005	0.032	0.046
Additional SCC revenue request (first 10 years)	0.051	0.155	0.182	0.196

5. The Archive and Heritage Service completed comprehensive consultation on a ten-year vision for the Service in 2015 to address the issues and risks it faced. The issues and risks are outlined below.
6. **Delivery of MTFS savings of £0.482m over a five-year period.** £0.172m savings have been delivered through closure of Lichfield Record Office, move of Museum Service collections and reviews of staffing and service budgets. £0.301m savings are due to be delivered in 2020/21 by a whole-service reorganisation based upon bringing the two teams together and operating from a single base in Stafford.
7. **The William Salt Library building which is grade II* listed building and heritage asset.** The Library moved to its present site in 1918 as an improvement on its previous location. The building was leased by the County Council from the William

Salt Library Trust on a 99-year full repairing lease in 1994. The building is costly to maintain, does not provide appropriate storage conditions for the Library's collection and it does not enable inclusive public access based on the standards required today. There are risks that the collection will deteriorate if it remains in the building and storage is also at capacity limiting future collecting. If the collection remains at risk this would negatively impact upon the reputation of the William Salt Library Trust and the County Council.

8. **Achieving and maintaining Archive Service Accreditation.** The Archive Service achieved full Accreditation in 2017. This is a requirement to enable the service to perform its statutory functions as a Place of Deposit appointed by the National Archives. This means it takes regular transfers of Public Records including court registers, Coroner's Inquests, hospital records as well as the authority's own archives and major collections from private depositors. A key requirement for Accreditation is a plan for future storage, and since the closure of Lichfield Record Office in 2017 and the transfer of that collection, the service has no spare capacity. The Archive Service Accreditation Standard recommends planning for 20 years future collecting space. Losing Accreditation risks losing Place of Deposit status, loss of reputation for the County Council and losing access to some key external funding streams such as the Heritage Fund.
9. **Achieving and maintaining Museum Accreditation.** The Museum Service was fully accredited until 2016 when Shugborough transferred to the National Trust and the Shire Hall Gallery closed. Both of those buildings provided an exhibition space for the Museum Service and this is an essential requirement for Accreditation by Arts Council England. The Service is currently provisionally accredited pending the delivery of the Staffordshire History Centre project which would provide an exhibition space. Without this the Museum Service risks losing accreditation and would then be unable to access key sources of funding mainly from Arts Council England and also the Heritage Fund. This would also risk the reputation of the County Council as the Museum collections would be less accessible.
10. **Future of County Council Record Centre and Archive out store.** The County Council relocated the Record Centre and Archive Outstore in 2011 bringing the two storage facilities together in Unit QB. The Record Centre holds records for County Council services in accordance with the Corporate Retention Schedule until they reach the review period and can be destroyed or retained as archive collections.
11. **Future capacity of Archive outstore.** The Archive Service storage is of a higher standard to comply with Archive Service Accreditation and was intended to hold records which are infrequently requested or are restricted access. The records include:
 - a. Public Records specifically Coroner's Inquests taken early before they are 15 years old and assessed for archival preservation. This was to support pressures on the Coroner's Office after the move to Staffordshire Place in 2011.
 - b. In 2018 registers from the Registration Service store in Newcastle were also relocated to the outstore to enable the release of that property as part of the Castle House development. These records require archival quality storage.

- c. Since 2018 the outstore also holds most of the holdings from Lichfield Record Office following its closure in 2017. These records are frequently requested representing 76% of retrievals from the out store in 2018-2019 and this increase has continued into 2019-2020. This is an increased pressure on staff resources at a time when they will be significantly reduced.
12. **Unit QB Lease and business case.** A separate business case will be brought forward on the future viability of the Record Centre. This will consider whether the volume of paper records can be reduced through destruction and digitisation. The residual paper records could be moved to alternative storage which may include additional storage at the Staffordshire History Centre. The Archive QB out store would need to be re-provided to release the whole unit and this requires higher quality storage which could be achieved through additional storage at the History Centre.
13. **Improved public access.** The Staffordshire History Centre project will provide improved public access and wider engagement with the archive and heritage collections. However, option 2 assumes the current Archive QB outstore is retained and this will continue the split site working for the Service. Up to 2017 most of the archive collections were available without the need for advance booking at either Staffordshire Record Office or Lichfield Record Office. Since the Lichfield collections moved to out storage, they require 48 hours' notice for access. If additional material is required by a customer during their visit, they need to make another booking for a different day.
14. There is a significant increase in staff time dealing with retrievals which diverts resource away from other work including increasing engagement and access with collections. The use of the out store was intended as a temporary solution pending the delivery of the Staffordshire History Centre project. Continued use will impact on the current public offer and severely limit the ability of the Archive and Heritage Service to widen access to the collections through outreach and engagement.
15. The Archive and Heritage Service has begun collective consultation to redesign the staffing structure. This review will deliver £0.301m of MTFs savings. Whilst not dependent on the proposed investment outlined in this paper, if supported this will mean services can be delivered from a single site and will provide for an improved and more efficient service as staff resources will be diverted from retrievals from outstores towards the public offer.

Business case options and affordability

16. Three options have been assessed against the Do Minimum position to consider costs using the 'whole-life' costing model over forty years. Forty years has been used as the reasonable life of the building and to take account of potential future repair/refurbishment liabilities. A standard discount factor of 3% has been used as prescribed by the Government 'Green Book' and future costs have been discounted to provide a Net Present Value (NPV) for each of the three options.
17. The four options are:

- a. **Option 1 Do Minimum** - This option assumes the Service retains Staffordshire Record Office, William Salt Library and the archive out store at Unit QB for 40 years. It does not relocate the William Salt Library collection. It includes the additional revenue required to deal with the maintenance backlog and purchase of additional storage possible on another site.
- b. **Option 2 Two storey bid with a Heritage Fund grant** - This option matches the 2018 round 2 submission to the Heritage Fund. It includes capital works in the phase 1 of the previous planning application. Phase 1 includes the creation of a glazed link between the William Salt Library (WSL) and Staffordshire Record Office (SRO) buildings to deliver an exhibition space. Remodelling SRO public and back office space to create new public space and education space. Light touch refurbishment of the WSL building and dividing it back in to two buildings for residential and office use. Creation of a new two storey archive store at the back of existing SRO stores. Work on external areas including new paving from Eastgate Street, the archway to the main entrance of the new History Centre. Remarking the existing car park and providing two disabled park spaces. This option secures the release of the William Salt Library collection to be stored in the new facility and the lease renegotiated on improved terms. It assumes the QB Archive out store is retained meaning that the Service will continue to operate on split sites diverting resources away from the public offer. Planning permission has been granted for this option.
- c. **Option 3 Three storey storage extension with Heritage Fund grant** - This option would provide all the items under option two plus an additional floor of archive storage. These additional floors would enable the release of the Archive out store, provide future storage space for 17 years, and enable the service to operate from one site. It also secures the release of the William Salt Library collection to be stored in the new facility and enables renegotiation of the lease on improved terms. It would not provide additional storage for Record Centre holdings to support the full release of Unit QB. Planning permission has been granted for this option with the third floor as a second phase of work.
- d. **Option 4 Four storey storage extension with Heritage Fund grant** - This option would provide all the items under option two plus an additional two floors of archive storage. These additional floors would enable the release of the Archive out store, provide storage space for 55 years which could be rented out to generate income or be used as part of the transition storage for the Record Centre business case to vacate the whole of unit QB. It would enable the service to operate from one site. It also secures the release of the William Salt Library collection to be stored in the new facility and enables renegotiation of the lease on improved terms. Planning permission would be required for the fourth floor. Permission was granted for a three storey facility in 2018 and Stafford Borough Council planning department has indicated that it would support a higher storage facility. Pre-application advice has already been sought to ensure the application is approved.

Finances

18. The table below shows a summary of the capital investment and project delivery costs for all options:

- Capital investment

	Option 1 - Do Minimum £m	Option 2 - 2 Storey £m	Option 3 - 3 Storey £m	Option 4 - 4 Storey £m
Land Acquisition Costs - WSL Plot of Land	-	0.050	0.050	0.050
New Build Costs	-	3.507	3.993	4.420
Project Delivery Costs	-	1.399	1.454	1.520
Equipment	-	0.342	0.342	0.342
Total Capital Investment	-	5.298	5.839	6.332
Financing				
National Lottery Heritage Fund (NLHF) Grant	-	3.964	3.964	3.964
Contribution from SCC:				
- Prudential Borrowing*	-	0.861	1.401	1.894
- Contribution from Archive Reserve	-	0.251	0.251	0.251
Other Partner Contributions	-	0.223	0.223	0.223
Total Capital Financing	-	5.298	5.839	6.332
Note: NHLF as % of overall project		75%	68%	63%
<i>*Associated Revenue Debt Charges (£m)</i>		0.036	0.059	0.079

19. Option 2 is for a two-storey extension of the existing building at a cost of circa £5.298m. This will be joint funded by SCC and NLHF alongside other partners. This has previously been considered by Cabinet and Staffordshire County Council has confirmed contributions totalling £0.861m (prudential borrowing) towards the project at the Cabinet meetings in February 2014 (£0.377m) and May 2019 (£0.484m). A further contribution will be made by SCC towards the cost of the project for £0.251m from reserves currently held within the Archives Service.

20. Further alternative options have now been brought forward that would meet the longer-term service and corporate strategic needs:

- a. Option 3 – three storey extension: This would cost c £5.839m and would require the SCC contribution to be £1.401m; an increase of £0.540m compared to option 2 above.
- b. Option 4 – four storey extension: This would cost c £6.332m and would require the SCC contribution to be £1.894m; an increase of £1.033m compared to option 2 above.

21. NLHF has indicated it would support the wider scope of the project and commitment of SCC towards the longer-term viability of this building.

Revenue costs

22. The table below shows the revenue costs for all options:

	Option 1 - Do Minimum £m	Option 2 - 2 Storey £m	Option 3 - 3 Storey £m	Option 4 - 4 Storey £m
Rates	0.040	0.050	0.053	0.056
Utility - Electricity, Gas, Water	0.040	0.047	0.050	0.054
Premises Insurance	0.003	0.003	0.004	0.004
Planned Maintenance & Responsive Maintenance	0.130	0.049	0.054	0.060
Rental costs:				
- QB building	0.020	0.020	-	-
- Future collecting (6m3 per year)	0.006	-	-	-
Rental Income	-	(0.012)	-	(0.019)
Prudential Borrowing (Capital debt charges)	-	0.036	0.059	0.079
Estimated On Going Revenue Costs	0.239	0.193	0.220	0.234
Existing Budget	0.188	0.188	0.188	0.188
Additional Annual Revenue Cost (On Going)	0.051	0.005	0.032	0.046
Extra R&M required (First 10 years: NLHF condition of grant)		0.150	0.150	0.150
Additional Annual Revenue Cost (First 10 years)	0.051	0.155	0.182	0.196

23. The current total revenue budget for running costs for the Staffordshire Record Office and William Salt Library is circa £0.188m. This includes £0.020m for the existing lease/rental charges for part occupation of Storage unit QB.

24. The analysis of future maintenance and running costs liabilities has predicted increased levels of expenditure. The current cost of “Do nothing” will cease to be enough as the full maintenance liability becomes a reality. Over the coming years more building elements will come to the end of their design life and will require renewal or replacement.

25. **Option 1:** As a minimum it is estimated the Council will be required to invest a further £0.051m per annum therefore requiring a total annual budget of £0.239m per annum. This will enable the service enough resource to maintain its building to a satisfactory level and to acquire additional storage space going forward to accommodate its growing collection. However, this is not ideal as it:

- a. continues to deliver the service over split sites
- b. fails to offer the appropriate environment / protection to some of our key archives
- c. and there is a risk that, if in the future the QB site lease is terminated, then alternative accommodation would be required at potentially greater cost.

26. Other alternative options have been brought forward for the extension of the archives building for two, three or four storeys. This will be delivered in partnership with the National Lottery Heritage Fund and other partners. The additional capital

investment is outlined above and will also impact on the Council's revenue requirement.

27. **Option 2:** is for a two-storey extension of the existing building. This assumes storage at Unit QB will be retained, and that the additional capacity created through the extension will be enough to accommodate its growing collection (and a small surplus for possible leasing/income generation). Whilst in the long term the on-going revenue costs are minimal at c £0.005m (after allowing for additional capital debt charges), for the next ten years a further £0.150m is required to meet the greater repairs and maintenance standards required as a condition of the NHLF grant.
28. **Option 3:** is for a three-storey extension of the existing building. This will provide sufficient additional capacity to vacate the Unit QB Archive outstore and to accommodate its growing collection, however it will not provide for any further surplus capacity either for leasing/income generation or to support the wider corporate property strategy. Due to the additional capital debt charges, the long term on going revenue costs are higher at c £0.032m; however for the next ten years a further £0.150m is required to meet the greater repairs and maintenance standards required as a condition of the NHLF grant.
29. **Option 4:** is for a four-storey extension of the existing building. This will provide enough additional capacity to vacate the Unit QB Archive out store and to accommodate its growing collection. It will also provide significant additional surplus capacity (the fourth floor) for either leasing/income generation or to support the wider future corporate property strategy. Due to the additional capital debt charges, the long term on going revenue costs are higher at c £0.046m; however for the next ten years a further £0.150m is required to meet the greater repairs and maintenance standards required as a condition of the NHLF grant.
30. Though the most expensive, the preferred option is Option 4 as this meets both the Archive Service's immediate and future requirements and will provide valuable surplus capacity for additional income generation and/or to support the Council's wider future property strategy.

Mid-stage review with National Lottery Heritage Fund

31. On 10 December the Staffordshire History Centre project was assessed by the National Lottery Heritage Fund through the mid-stage review process. This review is an essential stage which the project must pass to proceed to a round two application. All the plans and documentation are considered, and they must be at least 80% complete.
32. The feedback on the project was that it had made significant progress from the round 1 submission in 2019. The strategic context was strong, referencing the contribution the project will make to the economy and recovery of Stafford following the COVID-19 pandemic. The Conservation Plan highlighted the outstanding collections and heritage asset of the William Salt Library building.

33. The designs for the History Centre and additional storage were welcomed. The summary of the environmental impact and sustainability for the project was strong.
34. The Heritage Fund requested that the themes from the collections were more explicit within the Interpretation Plan. This plan includes the exhibition space designs, signage and how the Centre and the William Salt Library will be accessed by visitors.
35. The Activity Plan was noted as a well written document with passion and had a clear narrative of the journey that the project has taken during the development stage. The step change that the service is making was also noted. The Evaluation Plan was also good however it must be updated to include the capital works for the Centre.
36. The Business Plan was at the appropriate stage and had a good strategic overview and context. The organisational change was clearly described and it was noted that it was important to include the links to recovery from the COVID-19 pandemic. The Maintenance and Management Plan was noted as nearly complete. The Marketing Strategy and healthy budget of £40,000 was welcomed.
37. The updated budget for the project was presented including the increased funding towards the additional two floors of storage. The increased contribution from Staffordshire County Council was welcomed and it was noted that the grant percentage by the Heritage Fund had reduced. It was recommended that the business case for the increased storage was referenced in the other documentation. It was recommended that funding is identified to complete the masterplan for the project to strengthen its position when considered at round two. The cost of completing the masterplan is £43,600 which will be covered by revenue budgets and partnership funding.
38. It was recommended that the Project Executive Summary was updated to reflect the progress made in the other plans. The feedback overall was very positive, and the Heritage Fund welcomed our round two application.

Conclusion

39. The business case and analysis of risks and issues facing the Archive and Heritage Service and County Council has shown that there are immediate risks to the ability of the service to perform its statutory functions. Since 2019 the risks have become more apparent as Unit QB is being reviewed under the Strategic Property Rationalisation.
40. This means that Do Minimum does not meet all the project objectives and presents reputational risks for the County Council and William Salt Library Trust. This option does not present a long-term basis for the service and planning for future storage will still be required.
41. Option 2 meets more of the project objectives, would support retention of the Service Accreditation and preserve the County Council and William Salt Library Trust reputations. Whilst some growing space is provided it is dependent on

retaining the out store at QB. It delivers improved public access but as it maintains the split site this will divert resources away from the public offer and result in a less efficient and resilient service. It represents a medium-term option.

42. Option three meets all the project objectives. It would preserve the reputations of the County Council and William Salt Library Trust. It enables the whole service to be able to retain full Accreditation and will enable the release of just the archive out store at QB. It does not support release of the whole of Unit QB. It represents a medium-term option.
43. The preferred option, option four, meets all the project objectives. It would preserve the reputations of the County Council and William Salt Library Trust. It enables the whole service to retain full Accreditation. It enables the release of the archive out store at QB and will provide valuable surplus capacity for additional income generation and/or to support the Council's wider future property strategy. It represents a long-term option. Option four and the additional funding has been welcomed by the Heritage Fund.
44. Following the successful mid-stage review the round 2 application will be submitted on 1 March 2021. A decision by National Lottery Heritage Fund: England, Midlands and East committee will be made in June 2021.
45. Cabinet approval for the preferred option is sought and for submission of the round two application.

Legal Implications

46. The delivery of the project will have several legal implications:
 - a. A joint venture development agreement has been drafted between the County Council and William Salt Library Trust to enable both parties to deliver the project in partnership.
 - b. The current 99-year lease between the County Council and William Salt Library Trust will be surrendered. A new lease for the ground floor of the Library as part of the History Centre will be agreed between both parties at a cost of £15,000 per annum which is included in the project costs and modelling for the business case.
 - c. The land between the William Salt Library and Staffordshire Record Office will be conveyed the William Salt Library Trust ? to the County Council to enable the Staffordshire History Centre to be constructed on the site. The value of the land is included as matched funding within the project.
47. The legal agreements listed above have been agreed in draft between the County Council's legal team and the legal team for the Trust. They will be completed if the round two application is successful. Authority to complete the legal agreements will be obtained via the Property Sub Committee in due course.

Resource and Value for Money Implications

48. The business case within this report outlines the resource implications for capital and revenue funding modelled over a forty-year period. Over this period the project demonstrates value for money for investment and development of existing assets and supports delivery of Archive and Heritage Service MTFs savings.
49. Receipt of a grant from the National Lottery Heritage Fund is subject to their Standard Terms for Delivery Grants. Specific terms are included in the grant offer and typically include clawback either where a project is underspent or where the project objective have not been fulfilled. The period of the terms is usually around 25 years but this cannot be confirmed until an offer is received. Submission of the application requires:
 - a. A letter from the person with overall responsibility for the building confirming that there are no future plans for closure of the building which will be funded via the project.
 - b. Confirmation that Staffordshire County Council will underwrite the funding shortfall if fundraising grants are unsuccessful.
50. Funding has been confirmed for delivery of the project with additional grants to be applied for to support additional elements within the project. These include the exhibition space and the entrance space.

List of Background Documents/Appendices:

Community Impact Assessment – Summary Document

Contact Details

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Community Impact Assessment – Checklist and Executive Summary

Name of Proposal: Staffordshire History Centre

Project Sponsor: Janene Cox, Assistant Director - Culture, Rural and Safer Communities

Project Manager: Joanna Terry, Head of Archives and Heritage

Date: 21/01/21

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 (tick)	Comments/Actions
The project supports the Council's Business Plan, priorities and MTFS.	√	<p>The Staffordshire History Centre project is an effective way of preserving the collections of the Archive and Heritage Service and ensuring access is expanded to residents and communities across Staffordshire.</p> <p>The Archive and Heritage Service review proposals will deliver £468,00 savings which are agreed in the MTFS. £301,000 will be delivered through staff savings. The review will also take account of changes that have already taken place within the service.</p>
It is clear what the decision is or what decision is being requested.	√	Cabinet approval is being sought to submit the round two National Lottery Heritage Fund application, delegated decision to accept the grant if successful, and approve increased capital and revenue funding for the project.
For decisions going to Cabinet, the CIA findings are reflected in the Cabinet Report and potential impacts are clearly identified and mitigated for (where possible).	√	Findings from the CIA are appended to the report with key impacts and mitigations highlighted.
The aims, objectives and outcomes of the policy, service or project have been clearly identified.	√	The aims and objectives for the Archive and Heritage Service are articulated in the Service Forward Plan . The Staffordshire History Centre will deliver the key priorities identified in the Forward Plan.
The groups who will be affected by the policy, service or project have been clearly identified.	√	The main groups affected by the project are the current users of the Archive and Heritage Service, staff who manage and deliver the Service, and Friends and volunteers who support the service, residents and visitors to the county.
The communities that are likely to be more adversely impacted than others have been clearly identified.	√	<p>Communities in Lichfield were impacted by the closure of Lichfield Record Office in December 2017. This has been mitigated by the opening of the History Access Point in Lichfield Library and clear guidance on how to access collections held in Stafford.</p> <p>Other groups identified are staff who work in the service through the restructure and changes to job roles.</p>

Engagement / consultation has been undertaken and is representative of the residents most likely to be affected.	√	Extensive consultation with current and non-service users was completed in 2015. During the development phase of the project from 2019-2020 consultation has been completed through online surveys and focus groups. Staff have been engaged with through the project development phase, team briefings, 1-1s and workshops.
A range of people with the appropriate knowledge and expertise have contributed to the CIA.	√	The senior staff in the Service have contributed to the CIA.
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.	√	Consultation, audience research, stakeholder engagement events, staff knowledge and results of customer surveys have been used to develop the project.
The CIA evidences how the Council has considered its statutory duties under the Equality Act 2010 and how it has considered the impacts of any change on people with protected characteristics.	√	The PSED groups positively affected are older people, younger people and people from ethnic minorities. The project will deliver activities to increase engagement with these groups. Staff will be adversely impacted as a result of redundancy risk and changes to job roles.
The next steps to deliver the project have been identified.	√	The next steps are submission of the round two grant application and implementation of the new service structure.

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

	Which groups will be affected?	Benefits	Risks	Mitigations / Recommendations
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<p>PSED – What are the impacts on residents with a protected characteristic under the Equality Act 2010? <i>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.</i></p>	<p>Service is currently used by predominantly white people, older age group, some with disabilities. Even split by gender.</p>	<p>Project is being developed to target non-users of the service and diversify the range of users. Audience analysis has been carried out and targeted consultation used to develop the facilities and activity plan.</p>	<p>Lack of awareness of facilities and new offer, alienation of current users.</p>	<ul style="list-style-type: none"> • Include current users and staff in consultation for new service offer. Promote new offer with strong marketing plan.
<p>Health and Care – 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>Older people.</p>	<p>Provision of accessible facilities welcoming to older people, dementia friendly, wide range of volunteer opportunities to promote wellbeing and independence.</p>	<p>Insufficient budget for high quality accessible facilities, lack of awareness of new volunteer opportunities</p>	<p>Ensure budget for access is prioritised. Promote volunteer opportunities via voluntary sector agencies.</p>
<p>Economy – How will the proposal impact on the economy of Staffordshire or impact on the income of Staffordshire's residents?</p>	<p>Residents, visitors, contractors, staff</p>	<p>New archive and heritage attraction, business start-up space available. Activities targeted at non-users of the service.</p>	<p>Lack of awareness of offer and take up of new business space. Lack of staff knowledge of new offer and collections.</p>	<p>Ensure Business Plan captures audience research and market analysis to test the new model. Marketing plan for the project. Training plan for staff and reviewed risk assessments.</p>
<p>Environment – How will the proposal impact on the physical environment of Staffordshire?</p>	<p>Current users, staff and volunteers</p>	<p>Redeveloped site and new facilities. Preservation of grade II* listed building. New garden supporting local ecology.</p>	<p>Unable to renew planning permission, building fails to meet standards.</p>	<p>Early involvement of planners and conservation officers. Ensure testing and modelling of designs at early stage, use tried and tested solutions.</p>
<p>Localities / Communities – How will the proposal impact on Staffordshire's communities?</p>	<p>Communities across the county but especially in</p>	<p>Countywide activity programme including touring exhibitions and</p>	<p>Lack of awareness of facilities and poor take up. Not all communities can</p>	<p>Ensure activity plan and online services are developed and promoted,</p>

	<p>Stafford and Lichfield. Schools, young people, residents, visitors, volunteers, families, remote users.</p>	<p>offsite events. New learning programme, new cultural facilities, increased volunteer opportunities, family friendly, activities to target rural communities.</p>	<p>easily access facilities in Stafford. Travelling to access volunteer opportunities.</p>	<p>influence parking provision near to the Centre. Include stakeholders and communities in development of new facilities and activity plan. Develop programme in consultation with schools and young people. Pilot activities. Ensure project includes expenses and training for volunteers. Influence planners around parking facilities.</p>
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Cabinet Meeting on Wednesday 17 February 2021

Digital First – Update and Plan for the Digital Principle



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

“Staffordshire County Council has already embarked on an ambitious programme, working with partners wherever possible, to transform how the public can access our services in a digital age.

This authority’s resilience during the first wave of the Covid-19 pandemic also demonstrated our ability and willingness to use new ways of working.

Now the many projects detailed in this paper, taken together, are another step in the essential process of moving Staffordshire’s residents and businesses forward so that we are equipped to take advantage of new opportunities as they arise.”

Report Summary:

This report provides Cabinet with the following update on the digital principle:

- a. **Context for the digital principle** and a review of progress made in recent years.
- b. **A new strategy for the digital principle called ‘Digital First’**. This ambitious strategy builds on the progress we have made with digital so far and sets out how we will make Staffordshire County Council a genuinely digital organisation for the 21st century.
- c. **A proposed plan for how we intend to deliver Digital First**, which includes 32 individual projects. The plan also includes how we will embed continuous digital improvement across the organisation.

Recommendations

I recommend that Cabinet:

- a. Note the progress made by the digital principle to date.
- b. Agree a new strategy for the digital principle called Digital First.
- c. Agree the proposed delivery plan for Digital First, featuring 32 projects and continuous digital improvement for the organisation.

Local Members Interest
N/A

Cabinet – Wednesday 17 February 2021

Digital First – Update and Plan for the Digital Principle

Recommendations of the Cabinet Member for Finance and Resources

I recommend that Cabinet:

- a. Note the progress made by the digital principle to date.
- b. Agree a new strategy for the digital principle called Digital First.
- c. Agree the proposed delivery plan for Digital First, featuring 32 projects and continuous digital improvement for the organisation.

Report of the Director for Corporate Services

Introduction

1. **Digital is fundamental to the way Staffordshire County Council works as an organisation**, as well as how we interact with our partners, citizens and communities. As such, digital is one of the four key principles set out in our Strategic Plan 2018-22.
2. Following the events of 2020, digital has become even more critical to how we live, work, and communicate with each other. **It is vital that as an organisation we continue to review and develop our approach to digital so that every citizen and business can flourish in the digital age.**
3. With this in mind, this report provides Cabinet with the following update on the digital principle:
 - a. **Context for the digital principle** and a review of progress made in recent years.
 - b. **A new framework for the digital principle called 'Digital First'**. This ambitious strategy builds on the progress we have made with digital so far and sets out how we will make Staffordshire County Council a genuinely digital organisation for the 21st century.
 - c. **A proposed plan for how we intend to deliver Digital First**, which currently includes 32 individual projects. The plan also includes how we will embed continuous digital improvement across the organisation.

Digital Principle – Context

4. In Staffordshire County Council's 2018-2022 Strategic Plan, digital was identified as one of four key principles for the organisation, ensuring that as an organisation we are "using technology and data to connect, inform and support our citizens".
5. **Staffordshire County Council has an ambition to become a genuinely digital council for the 21st century.** This ambition extends to working with our partners to make Staffordshire a county where every citizen and business can flourish in the digital age.
6. **In the last four years, the Council has made great progress in developing its approach to digital.** In 2016, Cabinet agreed the #DigitalStaffordshire strategy, which set out 5 digital pillars ('digital citizen', 'digital council', 'data', 'digital health' and 'smart county') and aimed to explore how the Council could use digital and new technologies to improve the way we work, the local economy, and encourage social action.
7. Since the #DigitalStaffordshire strategy was agreed, a significant amount of work on digital has taken place. This has included the implementation of the Digital Citizen programme, substantial improvements to our digital services for residents, improvements to our online information portals and websites, and the creation of the 'myStaffs app'.
8. In addition, the Network Staffordshire partnership was formed in 2017, chaired by Trevor McMillan, Vice-Chancellor of Keele University. The Network has brought together senior partners from across Staffordshire and Stoke-on-Trent to develop the Smart Staffordshire concept and the '*Smart Living, Smart Working, Smart People*' strategy.
9. Staffordshire County Council continues to play a key role in driving forward the priorities of Network Staffordshire, including the development of a Data Institute and a plan for 5G implementation which forms part of the wider Digital Strategic Infrastructure Plan.
10. In 2019 there was a drive to consolidate many of our digital priorities and ensure that SMART working became standard practice across the organisation. 2020 and the outbreak of Covid-19 has seen digital become even further embedded in the way we work. This has included the roll out and use of Microsoft Teams across the organisation, the innovative use of Facebook Portal webcam devices in adult social care, the development of Virtual Family Hubs, and an enhanced digital offer for our cultural services.
11. The success of the past four years, as well as the pace of change and innovation seen during our response to Covid-19, has provided us with the opportunity to review our approach to digital. **This review has resulted in the development of a new and ambitious digital strategy for the organisation called 'Digital First'.**

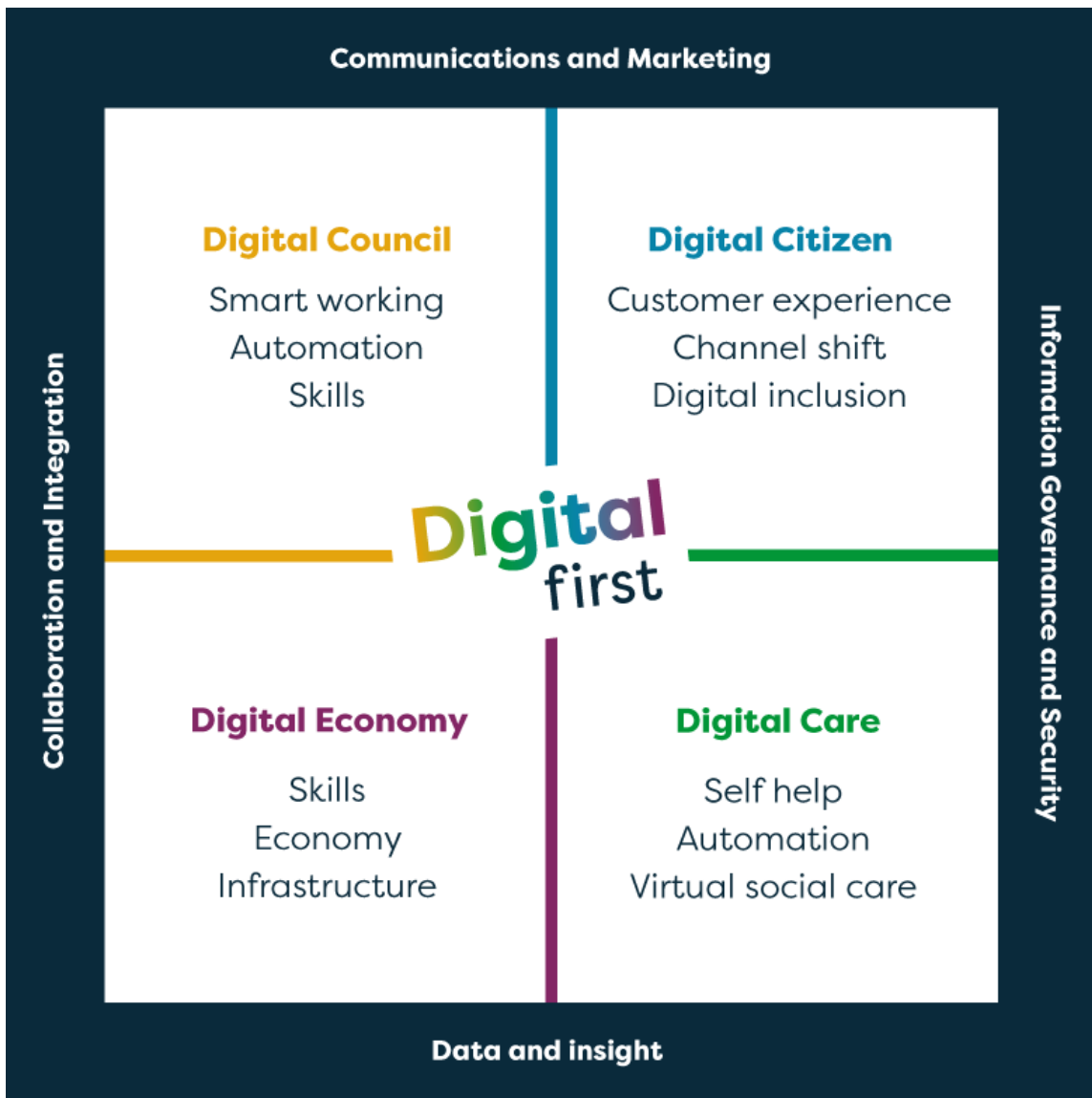
Digital First

12. Ensuring an organisation like Staffordshire County Council continues to operate in a digital way as technology advances presents many challenges. However, rather than seeing digital as a problem we need to mitigate, we must instead embrace the many strategic opportunities that digital can provide.
13. **This report proposes a new, simplified strategy for the digital principle called Digital First.** Digital First aims to make the most of the opportunities provided by digital to improve the lives of our residents and support local businesses and Staffordshire's economy.
14. To do this, Digital First sets out a framework with four priority areas. These are:
 - a. **Digital Citizen** – Improving how we connect, engage and communicate with our citizens through digital. This includes improving digital self-service and self-help tools to empower residents, increasing digital inclusion across the county, and using digital to support our highways assets.
 - b. **Digital Council** – Embedding smart working and empowering our staff to make the most of our digital tools and resources. This includes using digital to improve the customer experience, continuing to roll-out Microsoft 365, developing a plan to support staff and Members to develop their digital skills, and working with partners to improve how we share data.
 - c. **Digital Care** – Using digital to help our frontline teams support our most vulnerable residents and promote independence. Digital will also support the transformations in Children and Families and Adult Social Care systems. This work includes improving information, advice and guidance and the use of digital tools and data in Children and Families, as well as the Virtual Social Care project and promoting the use of assistive technologies in Health and Care.
 - d. **Digital Economy** – Supporting local businesses and our economy through better digital access and infrastructure. This includes continuing to develop the Digital Infrastructure Strategic Framework, implementing a Digital Community Learning Programme for skills, and using digital to improve our local transport systems.
15. In addition to these priority areas, Digital First has identified four enablers that will be beneficial to ensuring that we can deliver the strategy. These are:
 - a. **Communications and marketing** – Promoting awareness of digital support and options both internally and with residents. This includes linking in with the Place Branding for Staffordshire work.
 - b. **Information governance and cyber security** – Ensuring the we protect our data by following national best practice on information governance and cyber security.
 - c. **Data and insight** – Using digital to improve how we analyse and use the data available to us and our partners.

d. **Collaboration and integration** – Working with our partners across Network Staffordshire and the wider public sector to integrate data and ICT services.

16. The diagram in Figure 1 below provides a visual summary of the Digital First strategy described above.

Figure 1 – Digital First summary diagram



17. More detail on the 32 individual projects that make up the 4 priority areas in the Digital First strategy can be found in the full delivery plan for Digital First at appendix 1 to this report.

18. Across the four priority areas and projects set out in the plan, **Digital First will strive to ensure that continuous digital development becomes 'business as usual' for the organisation.** This will be achieved through a range of supporting actions, including incremental support of the workforce using Microsoft 365 technologies and continually looking to improve how our websites, digital tools and processes function.

Governance

19. The digital principle is led by Cllr Mike Sutherland, Cabinet Member for Finance. The SLT lead is John Tradewell, Deputy Chief Executive and Director for Corporate Services, and the WLT lead for Digital is Andrew Donaldson, Assistant Director for Strategy, Public Health and Prevention.
20. The primary forum for oversight of the digital principle and the Digital First delivery plan is the Digital Leadership Group. The Cabinet, SLT and WLT leads are all on the membership of this group and bring together the key officers responsible for delivering the Digital First Delivery Plan.
21. There are a number of interdependencies between the digital principle and the work of the other three principles in the Councils Strategic Plan 2018-22 (communities, workforce and climate change).
22. Each of the other three principles also have their own governance mechanisms. However, as there is significant cross over between these principles and digital, regular meetings will take place with the WLT leads of each principle to ensure coordination.

Resource and Value for Money Implications

23. There is some financial investment attached to a number of the projects in the Digital First delivery plan. However, much of this financial investment is modest and funded by the service areas rather than corporately.
24. Any significant financial pressures or additional investment required will be subject to the standard organisational MTFS processes and the development of individual business cases.
25. Any business cases that require no additional resources will be reviewed and signed off by the Digital Leadership Group. Where additional resources are required, these will be reviewed and signed off by SLT and Cabinet on a case by case basis following recommendations from the Digital Leadership Group.

Legal Implications

26. There are no specific legal implications for the digital principle as a whole. However, there may be individual legal implications for some of the 32 projects outlined in the Digital First delivery plan. Any commissioning work or changes to services that result from the Digital First delivery plan will follow the standard legal requirements of our commissioning, procurement and property management processes.

List of Background Documents / Appendices:

- Appendix 1 – Digital First Delivery Plan
- Appendix 2 – Community Impact Assessment

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Appendix 1 – Digital First Delivery Plan

#	Title & Description	Owners	Benefits	Investment
Digital Citizen				
1.	Digitalise Highway Assets Projects to include: <ul style="list-style-type: none"> • Creation of digital records and systems • Information on Environmental Information Regulations • Introduce self-service options • Interactive Work Programme information 	Mary Anne Raftery (Economy, Infrastructure & Skills)	<ul style="list-style-type: none"> • Improve customer experience • Reduce information demand • Improve works co-ordination 	Project is in early stage. Resource requirements identified subject to business case.
2.	Digital Inclusion Work with partners to identify barriers to digital inclusion and develop plan to address	Laura Ballinger (Corporate Services)	<ul style="list-style-type: none"> • Increase digital inclusion • Improve access to digital IAG and support • Improve outcomes for people at risk of digital exclusion 	Investigative work using existing resources.
3.	Digital Highways Development Improvements to information and reporting ability including: <ul style="list-style-type: none"> • Better information on work progress • Ability to view highway reports • Highways Your Way pages • Infrastructure+ performance dashboard • Streetlighting PFI and LED investment to improve reporting and information on work in progress. 	Mary Anne Raftery (Economy, Infrastructure & Skills)	<ul style="list-style-type: none"> • Improve information • Reduce demand (less duplication in issues reported) 	Elements will be provided as part of Confirm Workzone upgrade
4.	Countryside & Rights of Way Digital Development Developments including: <ul style="list-style-type: none"> • Launch of CAMS web asset reporting • Use of CAMS to develop an inventory of ROW assets • System to support management of issues and planned works in county parks • Improve IT connectivity at Cannock Chase Visitors Centre 	Sarah Bentley & Shona Frost (Families & Communities)	<ul style="list-style-type: none"> • Improve customer experience • Improve management information • Empower volunteer groups 	Project is in early stage. Resource requirements identified subject to business case.

5.	Self-Access Libraries Pilot site for self-access libraries	Catherine Mann (Families & Communities)	<ul style="list-style-type: none"> • Improve customer experience • Improve access for hard to reach groups • Increase use of libraries 	£4,500 funding allocated from library budget
6.	Website Developments Developments including: <ul style="list-style-type: none"> • Online Chatbot • Families & Communities IAG • Additional reporting ability <ul style="list-style-type: none"> ○ Fly posting ○ Multiple logging potholes • Multiple logging blocked gullies 	Richard Lancaster (Corporate Services)	<ul style="list-style-type: none"> • Improve customer experience • Reduce demand into Contact Centre / Service • Skills development in digital & ICT teams (chatbot development) 	<p>Risual consultancy to be funding from existing budgets.</p> <p>Additional funding required subject to business case</p>
7.	Staffordshire Connects Developments Developments including: <ul style="list-style-type: none"> • Care Leavers Hub • Develop Chatbot • Create link with Alexa • Complete DS5 system upgrade 	Richard Lancaster (Corporate Services)	<ul style="list-style-type: none"> • Improve customer experience • Improve search functions • Improve accessibility and visibility • Improve accessibility and visibility of Carers information 	Project is in early stage. Resource requirements identified subject to business case.
8.	Self Service Library Kiosks Update existing self-service kiosks in libraries	Catherine Mann (Families & Communities)	<ul style="list-style-type: none"> • Improve customer experience Enable chip & pin and contactless • Provide Advertising opportunities 	Funding allocated from library budget
9.	History Centre Online Develop online access to Staffordshire History Centre	Joanna Terry (Families & Communities)	<ul style="list-style-type: none"> • Improve customer experience • Enable access on demand 	Project is in early stage. Resource requirements identified subject to business case.

Digital Council

10	M365 (Smart Working) Implement Microsoft 365 for personal and shared storage and implement Teams collaboration workspace	Matt Gratton (Corporate Services)	<ul style="list-style-type: none"> • Increase collaborative working • More efficient collaboration • Support agile working 	£250,000 required Per annum costs for E5 licences £500,000
11	Data Institute Identify improvements in how data is shared and used between partners	Kerry Dove (Corporate Services)	<ul style="list-style-type: none"> • Improve data sharing • Improve data quality • Skills shared between partners 	£193,000 required (to be split between partners)
12	Customer Experience Investigate how digital can improve customer experience including: <ul style="list-style-type: none"> • Digitalise systems for visitors to SCC buildings (Staffordshire Place) • Digitalisation of registrars (online bookings deaths & marriages) • Review general enquiries and identify additional areas of demand that could be digitalised • Digitalise complaints system 	Tracy Thorley (Corporate Services)	<ul style="list-style-type: none"> • Improve customer experience • Reduce demand 	Project is in early stage. Resource requirements identified subject to business case.
13	New Intranet (Smart Working) Redesign of the internal intranet site to use M365 functionality	Cristian Marcucci (Corporate Services)	<ul style="list-style-type: none"> • Improve search functionality reducing demand on service areas • Improved contact information • Increased usability of intranet 	To be met within existing resources

14	Digital HR Improvements including: <ul style="list-style-type: none"> Automate Information, Advice & Guidance Chatbot/Power virtual assistant for Advice & Guidance Explore a new case management system for employee relations Improve applicant tracking system Revised jobs and careers webpages Use social media to promote jobs and careers Implement a Learning Experience Platform Support virtual learning and virtual onboarding Develop Starters and Leavers section on Go Introduce organisations charts in My HR Develop an interactive People Handbook Develop corporate system for managing DBS applications 	Sarah Getley (Corporate Services)	<ul style="list-style-type: none"> Reduce demand on service and release resources Improve management information Improve user experience 	Any resource requirements identified will be subject to business case.
15	Digital Skills Development plan that will support staff and elected members gain the skills they need to work digitally, efficiently and agilely	Adam Rooney (Corporate Services)	<ul style="list-style-type: none"> Increase digital skills Increase efficiency and productivity Increase collaboration 	Project is in early stage. Resource requirements identified subject to business case.
16	Information Asset Register Creation of a digital Information Asset Register (IAR)	Natalie Morrissey (Corporate Services)	<ul style="list-style-type: none"> Data held in one system Data owner can manage own data (reduce demand on IGU) Management of data sharing, data accountability and data security 	Project is in early stage. Resource requirements identified subject to business case.

17	Digital Archives Create a digitised records management system	Joanna Terry (Families & Communities)	<ul style="list-style-type: none"> • Improve access to information Archives available online • Closure of QB records centre and move to other storage facilities 	Project is in early stage. Resource requirements identified subject to business case.
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Digital Care

18	Children's Transformation We are transforming the way we work across Children and Families. This will include: <ul style="list-style-type: none"> • Reviewing and improving how we maximize the use of digital to work with partners, our staff teams and the families with whom we work with. It will deliver: <ul style="list-style-type: none"> ○ Improved information advice and guidance to help people remain independent and support themselves ○ Improve staffs ability to engage with and maximize the use of digital technologies to improve practice ○ Increased use of data to target our support more effectively and streamline the systems and processes including: <ul style="list-style-type: none"> • AXiS developments • Online SEND assessments and portals • Online access to services such as emotional wellbeing and support 	Janene Cox Natasha Moody (Families & Communities)	<ul style="list-style-type: none"> • Maximise the use of digital in how services are provided and accessed • Improved use of data to target interventions • Transform working practices to be more digital and be more efficient and effective • Increase the ability of users to manage their own choices to maintain independence 	Funding of 20k has been allocated An initial quote of £163k has been supplied to ensure local premises are digitally accessible. This will be subject to a business case and will be part of our property review.
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19	Future Care System Investigate alternative options for social care case management, including developing a first of type system	Care System Development Lead (Health & Care)	<ul style="list-style-type: none"> • Support the transformation of Adults Social Care. • Further benefits will be identified as part of Business Case 	Project is in early stages. Investigations to be carried out with existing resources. Future Care System funding estimated at between £3m to £9m
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20	STP Integrated Care Record Implement joint health and care records Phase One – Adults (complete) Phase One – Children’s (paused) Phase Two – Introduce Patient Held Records	Care System Development Lead (Health & Care)	<ul style="list-style-type: none"> • Information held in one place • Improve decision making • Visibility of activity • Joined up working • Reduce duplication 	Funding for post to support work in place. Further investment to implement may be required
21	Virtual Social Care Create a digitally enabled and skilled adult social care workforce, communities and care providers.	Care System Development Lead (Health & Care)	<ul style="list-style-type: none"> • Digital confident workforce • Promote smart working • More efficient process 	Project is in early stages. Investment required to be identified, and subject to Business Case
22	Improved Health & Care Intelligence Use data effectively to improve services and inform future planning	Care System Development Lead (Health & Care)	<ul style="list-style-type: none"> • Improve analysis • Improve decision making • Improve trend analysis 	Existing resources
23	CareDirector Transformation Identify how functionality in v6 (due July 2021) will support the transformation of adults and children’s social care	Care System Development Lead (Health & Care)	<ul style="list-style-type: none"> • Project is in early stage. • Benefits will be identified 	Project is in early stage. Investigations will be completed with existing business resources
24	Assistive Technology Identify how Assistive Technology can meet people’s needs and promote its use	Jon Topham (Health & Care)	<ul style="list-style-type: none"> • Independence and control for customers • Expand our range of Assistive Technology • Digital confident workforce • Cost effective solutions 	Funding may be requested as technology identified.
25	Home Care Monitoring & Brokerage System Procure a system to support the digital monitoring of Home Care	Care System Development Lead (Health & Care)	<ul style="list-style-type: none"> • Improve efficiency • Cost effective • Improve management information 	Investment required will be identified as part of Business Case for procurement
26	Provider Management Database Develop an inhouse system to track provider capacity and status during Covid-19	Care System Development Lead (Health and Care)	<ul style="list-style-type: none"> • Improve information • Improve co-ordination • Faster decision making 	Project is in early stage. Resource requirements identified subject to business case.

Digital Economy

27	Digital Infrastructure Strategic Framework Develop a Digital Infrastructure Strategic Framework (DISF) for Staffordshire covering <ul style="list-style-type: none"> • Assets • Fibre & 5G 	Tony Baines (Economy, Infrastructure & Skills)	<ul style="list-style-type: none"> • Clarity on vision, key priorities and actions required to achieve gigabit connectivity in Staffordshire 	Development resources allocated. Significant future investment may be required
28	Rural Gigabit Broadband voucher top up Allocate top up support of £3,500 (residential) and £5,500 (SME) to around 500 premises	Tony Baines (Economy, Infrastructure & Skills)	<ul style="list-style-type: none"> • Provide gigabit connectivity to around 500 premises 	£1,000,000 gain share funding allocated
29	Transport Development Improvements including: <ul style="list-style-type: none"> • Real Time Bus Timetable mobile app • Home to school services including <ul style="list-style-type: none"> ○ Transport application ○ Pupil management on public and contract transport ○ Service management ○ Strategic Decision making • System to manage personal transport budgets and petrol allowance • Traffic surveys using mobile apps • Promote digital meetings with partners 	Clive Thompson / James Bailey (Economy, Infrastructure & Skills)	<ul style="list-style-type: none"> • Improve customer experience 	Additional funding subject to business case
30	Digital Community Learning Programme The programme will provide online and blended learning to residents using digital delivery	Amanda Darlington (Economy, Infrastructure & Skills)	<ul style="list-style-type: none"> • Improves essential digital skills and employability • Promotes progression to further learning and development 	Grant funded investment

31	<p>HWRC ANPR Smart Data Management Development to Household Waste Recycling Centres information by using Automatic Number Plate Recognition to support viewable information including:</p> <ul style="list-style-type: none"> • Real time traffic queues • Trader permit system 	Clive Thompson / James Bailey (Economy, Infrastructure & Skills)	<ul style="list-style-type: none"> • Improved customer information • Improve ability to identify unauthorised trader visits 	Additional funding subject to business case
32	<p>Replace Access Databases Develop or purchase systems to replace Access Databases in use across the directorate.</p>	Mike Grundy (Economy, Infrastructure & Skills)	<ul style="list-style-type: none"> • Improve data security • Improve system resilience • Potential release of resources 	Additional funding subject to business case

Community Impact Assessment

Name of Proposal: Digital First Delivery Plan

Project Sponsor: John Tradewell (Director for Corporate Services)

Project Manager or Lead:

Andrew Donaldson (Assistant Director for Strategy, Public Health and Prevention)

Date: 17th February 2021

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Completing a CIA

- A CIA will help you to identify the potential **impacts, risks and benefits** of your proposed policy, service or project. Doing this at an early stage enables engagement and research to be undertaken to identify actions that will either **lessen the risk** or **maximise the benefits**. The assessment will also help you to identify mitigating factors whereby risks may be balanced out to an extent by the benefits.
- This template should be used to support the development of a proposal during the **planning stage**, therefore supporting the council's approach of [Achieving Commissioning Excellence](#).
- A good CIA will involve input from more than one person. A **Project Team** should be identified with different, but relevant expertise to ensure that a full range of views are considered.
- **Engagement and/or consultation** should take place with appropriate and representative groups of people that are most likely to be affected. This must then be used to help shape the design/outcomes of the project. Please note that due to the publication of CIAs, it is advisable not to record personal details of members of the public, such as names or addresses.
- **Once completed**, the main findings from your CIA should be transferred to the '**Checklist and Executive Summary**' template. Then both documents need to be approved/signed off by the appropriate people. Depending on the size of your project, this could be your manager, project lead, sponsor or SLT.
- For CIAs that are going to **Cabinet**, only the '**Checklist and Executive Summary**' should be submitted as part of the Cabinet Papers. The full CIA document should be submitted as a **Background Paper**.

Completing the CIA template

This table describes what is required when completing the key sections of your assessment.

Which groups will be affected	Benefits	Risks	Mitigations / Recommendations
<p>Which groups of people will be impacted by the proposed policy, service or project? This could be people in a particular area, a street, or a group of people with similar characteristics e.g. older people, young people or people with care needs.</p> <p>Also consider staff, residents and other external stakeholders.</p>	<p>Think about the impact the proposal may have on each of the different category areas, and identify the benefits of each decision.</p>	<p>Think about the impact the proposal may have on each of the different category areas, and identify the risks associated with the proposal.</p>	<p>Set out any recommendations as to how the benefits will be maximised and the risks minimised.</p> <p>Also highlight any trade offs that may occur.</p>
<p>Evidence Base: (Evidence used/ likelihood/ size of impact) How certain are you about the assessment of each potential impact, and what evidence have you used to arrive at the decision? E.g. Data – population trends data, census data, service data. Research – national, regional, local research. Engagement/ Consultation – with partners, the public, the voluntary sector.</p>			

Use the following template to highlight the impacts of your proposal on each of the following categories: the Public Sector Equality Duty (PSED), Health and Care, the Economy, the Environment, and Localities/ Communities.

Community Impact Assessment – Communities Delivery Plan

1. Introduction:

- 1.1. Digital First is a new, simplified strategy for Staffordshire County Council's digital principle. Digital First aims to make the most of the opportunities provided by digital to improve the lives of our residents and support local businesses and Staffordshire's economy.
- 1.2. This document provides a Community Impact Assessment on the Digital First Delivery Plan and will be included as part of an update for Cabinet on the digital principle on the 17th February 2021.

2. Summary of assessment:

- 2.1. The impacts of the Digital First Delivery Plan are positive for communities as the plan seeks to build on the Council's successful work in recent years to improve our use of digital. The Digital First Delivery Plan has four priority areas:
 - **Digital Citizen** – Improving how we connect, engage and communicate with our citizens through digital.
 - **Digital Council** – Embedding smart working and empowering our staff to make the most of our digital tools and resources.
 - **Digital Care** – Using digital to help our frontline teams our most vulnerable residents and promote independence.
 - **Digital Economy** – Supporting local businesses and our economy through better digital access and infrastructure.
- 2.2. The **main risks identified** through the assessment are:
 - People with **protected characteristics not being considered sufficiently** when making changes to our digital services / support.
 - Any changes to our digital services or support **not being communicated sufficiently**.
 - Our digital services and support are impacted by / impact on **Covid-19 restrictions**.
 - Related work taking place across the organisation is **not joined up effectively**.
 - **Staff aren't sufficiently engaged or supported enough** to effectively use new digital resources or adapt to changes.

3. Summary of key mitigations / recommendations

3.1. Based on the assessment below, this CIA makes the following overarching recommendations in order to mitigate these risks and support the digital principle and the Digital First Delivery Plan:

- **Undertake individual CIAs** on any areas of work that may involve substantial changes to services, and co-ordinate with the findings of CIAs on existing and linked programmes of work where appropriate.
- **Consult with residents** where appropriate on any large-scale changes or changes that will affect front-line services
- Endeavour to **communicate** all changes to front-facing digital services in an accessible way for all residents.
- **Ensure people with protected characteristics are considered** when delivering the plan, in particular any changes to front-facing services, website or applications.
- Co-ordinate **Digital Inclusion Action Plan** work with the Communities Leadership Group / Communities Delivery Plan.
- Co-ordinate Digital First delivery plan activity with the ongoing **Covid-19 response and recovery workstreams**. In particular those projects relating to community assets such as Libraries, children's centres and Archives.
- Consider the impact of the proposed changes to our internal digital systems for our **workforce** (in particular those with protected characteristics) and engage with staff on any major changes as necessary.

Community Impact Assessment

Public Sector Equality Duty – Use this section to identify if the proposal will impact on our legal obligations under the Equality Act 2010 for both residents and staff. 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
All / multiple protected characteristics	All / multiple protected characteristics	<p>The Digital First delivery plan outlines 32 projects that will look to deliver the following benefits for all residents, including those with protected characteristics:</p> <ul style="list-style-type: none"> • Improve the customer experience • Increase digital inclusion • Increase access to digital services, including 5G • Improve access to digital information, advice and guidance (IAG) • Increase digital skills • Help people to be independent for longer • Improve how we work as an organisation • Improved co-ordination with our partners 	<p>Although the Digital First delivery plan features positive changes for communities, there are some potential risks associated with the implementation of the plan that will need to be mitigated. These include:</p> <ul style="list-style-type: none"> • Changes not communicated sufficiently • Potential impact on people with protected characteristics not being considered sufficiently when making changes to our digital services / support • Changes to our digital support are impacted by / impact on Covid-19 restrictions • Increased digital exclusion for those not connected, can't access or don't have the skills to use digital services or support. 	<ul style="list-style-type: none"> • Undertake individual CIAs on any areas of work that may involve substantial changes to services. • Consult with residents where appropriate on any large-scale changes or changes that will affect front-line services • Endeavour to communicate all changes to front-facing digital services in an accessible way for all residents. • Ensure people with protected characteristics are considered when delivering the plan, in particular any changes to front-facing services, website or applications. • Co-ordinate Digital Inclusion Action Plan with Communities Leadership Group / Communities Delivery Plan.

				<ul style="list-style-type: none"> • Co-ordinate Digital First delivery plan activity with the ongoing Covid-19 response and recovery workstreams. In particular those projects relating to community assets such as Libraries, children's centres and Archives. • Consider the impact of the proposed changes to our internal digital systems for our workforce (in particular those with protected characteristics).
Race	People of all races / ethnicities	See first row for identified benefits. No additional race specific benefits were identified.	<ul style="list-style-type: none"> • Changes to digital (especially IAG / or websites) may not be communicated as effectively to people who do not have English as their first language. 	<ul style="list-style-type: none"> • Endeavour to communicate all changes to essential front-facing digital services in an accessible way for those residents who do not have English as their first language.
Disability	All people with disabilities	<ul style="list-style-type: none"> • The Digital Inclusion action plan will look to support more people with disabilities to get online. • Staffordshire Connects Developments will help people with disabilities to access support • Children's transformation work will improve IAG and help staff to work better with young people, including those with Special Educational Needs and Disabilities (SEND) • Changes to the use of digital in adults social care (future care system, virtual social care, improved intelligence) will improve support for adults with disabilities. 	<ul style="list-style-type: none"> • If the Digital Inclusion action plan does not take people with different disabilities into account, some people could be even more digitally excluded as our online offer grows. • If the work of the Children's transformation is not fully co-ordinated with other elements of the Digital First delivery plan, digital support for families may not be as effective. • Some people with disabilities may not be able to engage with digital social care / assistive technology changes. 	<ul style="list-style-type: none"> • Undertake individual CIAs on any areas of work that may involve substantial changes to services. • Undertake an individual CIA for the Digital Inclusion plan to ensure people with disabilities are fully considered. • Co-ordinate the findings of this CIA with the findings of the Children's Transformation CIA (November 2020). • Ensure digital changes for adult social care support are co-ordinated with the work of the Digital Inclusion plan and the Digital Community Learning Programme.

		<ul style="list-style-type: none"> Improvements in assistive technology will support disabled people to remain independent in their homes for longer. 		
Sex	All sexes	See first row for identified benefits. No additional sex specific benefits were identified.	See first row for identified risks. No additional sex specific risks were identified.	See first row for identified mitigations. No additional sex specific mitigations were identified.
Age	All (children and young people/ older people in particular)	<ul style="list-style-type: none"> The Digital Inclusion action plan will look to support more older people to get online. Children's transformation work will improve IAG and help staff to use digital tools and equipment to work better with children and young people. Changes to the use of digital in adults social care (future care system, virtual social care, improved intelligence) will improve support for adults and older people Improvements in assistive technology will support older people to remain independent in their homes for longer. 	<ul style="list-style-type: none"> If the Digital Inclusion action plan does not fully take into account the needs of older people, some residents could be even more digitally excluded as our online offer grows. If the work of the Children's transformation is not fully co-ordinated with other elements of the Digital First delivery plan, digital support for families may not be as effective. Some older people may not have the skills / devices to engage with digital social care / assistive technology changes. 	<ul style="list-style-type: none"> Undertake individual CIAs on any areas of work that may involve substantial changes to services. Undertake an individual CIA for the Digital Inclusion plan to ensure people of different ages are fully considered. Co-ordinate the findings of this CIA with the findings of the Children's Transformation CIA (November 2020). Ensure digital changes for adult social care support are co-ordinated with the work of the Digital Inclusion plan and the Digital Community Learning Programme.
Religion or Belief	People of all faiths and beliefs	See first row for identified benefits. No additional religion specific benefits were identified.	See first row for identified benefits. No additional religion specific risks were identified.	See first row for identified benefits. No additional religion specific mitigations were identified.
Gender Reassignment	People who are transitioning / have undergone gender reassignment.	See first row for identified benefits. No additional gender reassignment specific benefits were identified.	See first row for identified benefits. No additional gender reassignment specific risks were identified.	See first row for identified benefits. No additional gender reassignment specific mitigations were identified.

Sexual Orientation	People of all sexual orientations	See first row for identified benefits. No additional sexual orientation specific benefits were identified.	See first row for identified benefits. No additional sexual orientation specific risks were identified.	See first row for identified benefits. No additional sexual orientation specific mitigations were identified.
Pregnancy and Maternity	All	<ul style="list-style-type: none"> Children's transformation work will improve IAG and help staff to use digital tools and equipment to better support pregnant women and new parents. 	<ul style="list-style-type: none"> If the work of the Children's transformation is not fully co-ordinated with other elements of the Digital First delivery plan, digital support for families may not be as effective. 	<ul style="list-style-type: none"> Co-ordinate the findings of this CIA with the findings of the Children's Transformation CIA (November 2020).
Marriage and Civil Partnership	N/A	See first row for identified benefits. No additional marriage and civil partnership specific benefits were identified.	See first row for identified benefits. No additional marriage and civil partnership specific risks were identified.	See first row for identified benefits. No additional marriage and civil partnership specific mitigations were identified.
Impact on SCC Staff	All staff	<p>Multiple projects in the Digital First delivery plan aim to improve how the Council uses digital to support its staff and improve the way we work. These projects include:</p> <ul style="list-style-type: none"> Digital Inclusion Action Plan M365 Smart Working Data Institute project Developing a new Intranet site New digital HR processes Digital Skills plan for staff Children's Transformation programme Virtual Social Care project CareDirector Transformation 	<ul style="list-style-type: none"> If staff are not sufficiently engaged with while developing / implementing these programmes, the views of staff may not be fully taken into account. Staff performance may be negatively affected by the changes if sufficient support / training is not in place to transition to new ways of working, Staff with protected characteristics may be negatively affected if not fully considered when developing new ways of working digitally 	<ul style="list-style-type: none"> Undertake individual CIAs on any areas of work that may involve substantial changes to services (considering the impact on staff). Engage with staff where required on significant changes to working policies. Ensure staff with protected characteristics are engaged / fully considered when developing new digital solutions Ensure the Digital Skills plan puts in place sufficient development support for staff to adapt to any new digital platforms / processes. Endeavour to communicate any changes to all staff in an accessible way.

Evidence Base: (Evidence used/ likelihood/ size of impact)

- SCC Smart Working Survey
- SCC Health and Care Virtual Working Survey Analysis
- SCC Children and Families Transformation Phase 2 CIA
- [UK Consumer Digital Index 2018](#) – Lloyds Bank
- [Digital Nation 2018: Facts Stats and Closing the Gaps](#) – The Good Things Foundation

Health and Care – Use this section to determine how the proposal will impact on resident’s health and wellbeing, and whether the proposal will impact on the demands for, or access to health and care services. Please consider the Care Act 2014 and the Health and Social Care Act 2012.

Category Area	Groups affected	Benefits	Risks	Mitigations / Recommendations
Mental Health and Wellbeing	All	<ul style="list-style-type: none"> • The Digital Inclusion action plan will look to support more people to get online and access IAG, self-help and community support for mental health. • Staffordshire Connects developments will help connect people with more community based mental health support services in their local area. • Children’s transformation work will improve IAG and help staff to use digital tools and equipment to work better with children and young people. This includes mental health. • Changes to the use of digital in adults social care (future care system, virtual social care, improved intelligence) will improve support for adults and older people, including mental health support. 	<ul style="list-style-type: none"> • If the Digital Inclusion action plan does not fully take into account the needs of all the people who are at risk of digital exclusion, some residents could be even more digitally excluded which in turn may affect mental health outcomes. • If the work of the Children’s transformation is not fully co-ordinated with other elements of the Digital First delivery plan, digital support for families may not be as effective. • Some older people may not have the skills / devices to engage with digital social care changes. This could in turn have a detrimental effect on social isolation / mental health outcomes. 	<ul style="list-style-type: none"> • Undertake individual CIAs on any areas of work that may involve substantial changes to services. • Undertake an individual CIA for the Digital Inclusion plan to ensure all cohorts of residents at risk are fully considered. • Co-ordinate the findings of this CIA with the findings of the Children’s Transformation CIA (November 2020). • Ensure digital changes for adult social care support are co-ordinated with the work of the Digital Inclusion plan and the Digital Community Learning Programme.

Healthy Lifestyles	All	<ul style="list-style-type: none"> Staffordshire Connects Developments will help connect people with more community based healthy lifestyle support services in their local area. 	<ul style="list-style-type: none"> No additional risks were identified 	<ul style="list-style-type: none"> No additional recommendations were required.
Accidents and Falls Prevention	All	<ul style="list-style-type: none"> Improvements in assistive technology will look to prevent accidents and falls and support older people to remain independent in their homes for longer. 	<ul style="list-style-type: none"> Some older people may not have the skills / devices to engage with digital social care / assistive technology changes. 	<ul style="list-style-type: none"> Ensure digital changes for adult social care support are co-ordinated with the work of the Digital Inclusion plan and the Digital Community Learning Programme.
Access to Social Care	All	<ul style="list-style-type: none"> As previously mentioned, digital changes for the Children's transformation and virtual social care will support access to social care. SCC website developments and improve IAG will also help people get access to social care as needed. The CareDirector Transformation will also support the transformation of adults and children's social care. 	<ul style="list-style-type: none"> Some people who need social care may not have the skills / access / devices to engage with digital social care changes. This could in turn have a detrimental effect on access to social care 	<ul style="list-style-type: none"> Undertake individual CIAs on any areas of work that may involve substantial changes to social care services. Co-ordinate the findings of this CIA with the findings of the Children's Transformation CIA (November 2020). Ensure digital changes for adult social care support are co-ordinated with the work of the Digital Inclusion plan and the Digital Community Learning Programme. Ensure the Digital Skills plan puts in place sufficient development support for staff to adapt to any new digital platforms / processes.

Independent Living	All	<ul style="list-style-type: none"> Staffordshire Connects developments will help connect people with support services in their local area to help them live independently. Changes to the use of digital in adults social care (future care system, virtual social care, home care monitoring and brokerage system, improved intelligence) will improve support for adults and older people and help them to live independently for longer. Improvements in assistive technology will support people to remain independent in their homes for longer. 	<ul style="list-style-type: none"> Some people who need social care may not have the skills / access / devices to engage with digital social care changes. This could in turn have a detrimental effect on independent living. 	<ul style="list-style-type: none"> Ensure digital changes for adult social care support are co-ordinated with the work of the Digital Inclusion plan and the Digital Community Learning Programme.
Safeguarding	N/A	<ul style="list-style-type: none"> As previously mentioned, digital changes for the Children's transformation, the future care system and virtual social care will support social care and safeguarding teams to work with vulnerable people more effectively. Additional digital projects aimed to improve working processes relating to safeguarding include the CareDirector transformation, improve Health and Care intelligence, and the Home Care monitoring and Brokerage system. 	<ul style="list-style-type: none"> If the work of the Children's transformation is not fully co-ordinated with other elements of the Digital First delivery plan, digital support for families may not be as effective. Some people who need social care may not have the skills / access / devices to engage with digital social care changes. This could in turn have a detrimental effect on safeguarding. Staff performance may be negatively affected by the changes if sufficient support / training is not in place to transition to new ways of working, 	<ul style="list-style-type: none"> Co-ordinate the findings of this CIA with the findings of the Children's Transformation CIA (November 2020). Ensure digital changes for adult social care support are co-ordinated with the work of the Digital Inclusion plan and the Digital Community Learning Programme. Ensure the Digital Skills plan puts in place sufficient development support for staff to adapt to any new digital platforms / processes.

Economy – Use this section to determine how the proposal will impact on the economy of Staffordshire and the income of residents.				
Category Area	Which groups will be affected	Benefits	Risks	Mitigations / Recommendations
Economic Growth		<p>There are a number of projects in the Digital First delivery plan which aim to support the economy. These include:</p> <ul style="list-style-type: none"> • Digital Infrastructure Strategic Framework including fibre and 5G • Improve how digital supports transport in the county • Digital Community Learning Programme to improve essential skills and employability 	<ul style="list-style-type: none"> • Provision of Digital Community Learning may be impacted by Covid-19 restrictions in libraries etc. • As these projects are at an early stage, no further risks currently identified across these areas. 	<ul style="list-style-type: none"> • Undertake individual CIAs on any areas of work that may involve substantial changes to services in the future. • Endeavour to communicate any changes to front-facing digital services in an accessible way for all residents. • Ensure alternatives for Digital Community Learning during Covid-19 restrictions are as accessible as possible for all.
Poverty and Income	All	<ul style="list-style-type: none"> • Low income households are at a higher risk of digital exclusion. The Digital Inclusion plan will aim to support digital inclusion for lower income families, including through access to devices etc. 	<ul style="list-style-type: none"> • No additional risks have been identified 	<ul style="list-style-type: none"> • No additional recommendations have been identified
Workplace Health and Environments		<ul style="list-style-type: none"> • Elements of the Microsoft 365, Digital HR and Digital Skills projects in the Digital First plan all look to improve the way staff work in a post Covid-19 environment. 	<ul style="list-style-type: none"> • If staff are not sufficiently engaged while developing / implementing these programmes, the views of staff may not be fully taken into account. 	<ul style="list-style-type: none"> • Engage with staff where required on significant changes to working policies. • Ensure staff with protected characteristics are engaged / fully considered when developing new digital solutions

			<ul style="list-style-type: none"> Staff performance may be negatively affected by the changes if sufficient support / training is not in place to transition to new ways of working, Staff with protected characteristics may be negatively affected if not fully considered when developing new ways of working digitally 	<ul style="list-style-type: none"> Ensure the Digital Skills plan puts in place sufficient development support for staff to adapt to any new digital platforms / processes. Endeavour to communicate any changes to all staff in an accessible way.
Access to jobs/ Good quality jobs		<ul style="list-style-type: none"> The Digital Inclusion plan will aim to increase digital access and skills across the county. Digital Community Learning Programme to improve essential skills and employability 	<ul style="list-style-type: none"> Provision of Digital Community Learning may be impacted by Covid-19 restrictions in libraries etc. 	<ul style="list-style-type: none"> Ensure alternatives for Digital Community Learning during Covid-19 restrictions are as accessible as possible for all.
Evidence Base: (Evidence used/ likelihood/ size of impact)				
<ul style="list-style-type: none"> See evidence based used in section 1 				

Environment – Use this section to identify the impact of the proposal on the physical environment. How does the proposal support the utilisation and maintenance of Staffordshire’s built and natural environments, thereby improving health and wellbeing and strengthening community assets?				
Category Area	Which groups will be affected	Benefits	Risks	Mitigations / Recommendations
Built Environment/ Land Use	N/A	N/A	N/A	N/A
Rural Environment	N/A	N/A	N/A	N/A
Air, Water and Land Quality	N/A	N/A	N/A	N/A

Waste and Recycling	All residents	<ul style="list-style-type: none"> The HWRC ANPR Smart Data Management work in the Digital First plan with improve the information available to customers and the Council's ability to identify unauthorised trader visits to Waste and Recycling sites. 	No additional risks were identified.	<ul style="list-style-type: none"> Endeavour to communicate any changes to front-facing digital services in an accessible way for all residents.
Agriculture and Food Production	N/A	N/A	N/A	N/A
Transport	All residents	<p>Improving the use of digital in how the Council supports transport will have the following benefits:</p> <ul style="list-style-type: none"> Improved information for residents on bus timetables and traffic surveys Improved Home to School transport arrangements Digital system to manage personal transport budgets and petrol allowance 	No additional risks were identified	<ul style="list-style-type: none"> Endeavour to communicate any changes to front-facing digital services in an accessible way for all residents.
Noise	N/A	N/A	N/A	N/A
Evidence Base: (Evidence used/ likelihood/ size of impact)				
<ul style="list-style-type: none"> See evidence based used in section 1 				

Localities / Communities – Use this section to identify the impact of the proposal on communities. How will the proposal strengthen community capacity to create safer and stronger communities? It is important to recognise the different localities and communities your proposal may impact upon, and identify any communities that could be more adversely impacted than others. District Commissioning Leads (DCL's) have a great deal of knowledge about their relevant locality and they must be engaged with as part of your Project Team at an early stage of the process.

Category Area	Which groups will be affected	Benefits	Risks	Mitigations / Recommendations
Community Development/ Capacity	VCSE and community groups	<ul style="list-style-type: none"> The Digital Inclusion Action Plan will look to work with the Council's VCSE Strategic Capacity Building partner to support VCSE organisations to adapt to the increasing use of digital post Covid-19. 	<ul style="list-style-type: none"> No additional risks were identified. 	<ul style="list-style-type: none"> No additional recommendations were identified
Crime/ Community Safety	N/A	N/A	N/A	N/A
Educational Attainment and Training	All	<ul style="list-style-type: none"> Digital Community Learning Programme will look to use digital to improve essential skills and employability. 	<ul style="list-style-type: none"> Provision of Digital Community Learning may be impacted by Covid-19 restrictions in libraries etc. 	<ul style="list-style-type: none"> Ensure alternatives for Digital Community Learning during Covid-19 restrictions are as accessible as possible for all.
Leisure and Culture	All	<ul style="list-style-type: none"> The Digital First delivery plan will improve the customer experience and increase access in libraries by piloting a site for Self-Access Libraries and update existing Self-Service Kiosks in libraries The development of online access to the Staffordshire History Centre will improve the customer experience and make this service more accessible to all. 	<ul style="list-style-type: none"> Staff may need support in adapting to changes Changes in libraries may be impacted by Covid-19 restrictions. 	<ul style="list-style-type: none"> Endeavour to communicate any changes to front-facing digital services in an accessible way for all residents. Engage with staff where required on changes to working policies.

Volunteering	All	<ul style="list-style-type: none"> The Digital Inclusion Action Plan will look to work with the Council's VCSE Strategic Capacity Building partner to support VCSE organisations to adapt to the increasing use of digital post Covid-19. Improvements to digital IAG and websites will support residents who want to volunteer to find local opportunities and information 	<ul style="list-style-type: none"> No additional risks were identified. 	<ul style="list-style-type: none"> No additional recommendations were identified
Best Start	Children; young people and families	<ul style="list-style-type: none"> Children's transformation work will improve IAG and help staff to use digital tools and equipment to work better with children and young people. This includes support for families with young children aged 0-3. 	<ul style="list-style-type: none"> If the work of the Children's transformation is not fully co-ordinated with other elements of the Digital First delivery plan, digital support for families may not be as effective. 	<ul style="list-style-type: none"> Co-ordinate the findings of this CIA with the findings of the Children's Transformation CIA (November 2020).
Rural Communities	Rural communities	<ul style="list-style-type: none"> The Digital Infrastructure Strategic Framework, Digital Inclusion plan, and Rural Gigabit Broadband Voucher Top Up Scheme all aim to improve internet and digital access in rural areas. 	<ul style="list-style-type: none"> No additional risks were identified. 	<ul style="list-style-type: none"> No additional recommendations were identified
Evidence Base: (Evidence used/ likelihood/ size of impact)				
<ul style="list-style-type: none"> See evidence based used in section 1 				

Now transfer the main findings of this assessment to the '**Checklist and Executive Summary**' template. Then both documents need to be approved/signed off by the appropriate people. For CIAs that are going to **Cabinet**, only the '**Checklist and Executive Summary**' should be submitted as part of the **Cabinet Papers**. The full CIA document should be submitted as a **Background Paper**.

Cabinet Meeting on Wednesday 17 February 2021

Integrated Performance Report - Quarter 3, 2020/21



Alan White, Leader of Staffordshire County Council said,

“The COVID-19 pandemic continues to have a considerable impact on our finances and operations – though we have met the challenge with the whole council working incredibly hard to support our communities through this difficult time.

“Our ongoing work with the NHS to combat the spread of coronavirus in Staffordshire has included identifying hotspots with targeted community testing programmes and latterly supporting the vaccine roll-out. We have now distributed six million items of PPE to care staff, social workers and other frontline roles in addition to the provision of PPE to over 2,000 small businesses. Through our #DoingOurBit initiative, 109 community groups have now received grants and we have continued to support our schools and early years settings in any way we can.

“Our five-year economic recovery programme has seen a new year launch of proposals to work with our district and borough councils on new support programmes for businesses and to increase employee and apprenticeship skills. It follows on from our comprehensive business start-up support package. Meanwhile our major regeneration projects continue at pace and we have seen more companies commit to invest in Staffordshire and create hundreds of jobs.

“COVID-19 will remain a huge challenge throughout this year and beyond. However we can assure people that our effective management of our finances and operations have put us in a strong position as we move forward; and we are confident that with the rapid roll-out of the vaccine and continued efforts of all partners, our residents and businesses, there is light at the end of the tunnel.”



Mike Sutherland, Cabinet Member for Finance said,

“The ongoing COVID-19 pandemic remains a huge challenge to our finances, but one which we continue to manage resolutely.

“At the end of Quarter 3, the latest revenue forecast outturn shows a forecast overspend of £600,000 which equates to 0.1 per cent of our budget. This compares to £1.8m for Quarter 2.

“The pandemic will undoubtedly impact on the county council and its finances in the months and years to come. However, we can assure people that our effective management of them means we retain our focus on supporting those most in need, our communities and businesses as we move forward from this difficult period.”

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.

Local Members Interest
N/A

Cabinet – Wednesday 17 February 2021

Integrated Performance Report - Quarter 3, 2020/21

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

We recommend that:

- a. Cabinet notes and challenges performance and advises of any further information and/or action required.

Report of the Director of Corporate Services

1. Background

2. All parts of Staffordshire County Council continue to deliver against their recovery priorities and wider service plans, whilst also progressing some planning and delivery activity for the future. This report provides an update on Quarter 3 key activities for each directorate area.

3. Summary



4. At the end of Quarter 3, the overall assessment on the Council's performance and financial position is amber. 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 an overspend of £0.587m (0.1%), compared to the overspend of £1.809m (0.3%) at Quarter 2. This is mostly due to the COVID-19 pandemic.

5. Health and Care

6. Overall, significant work has continued across Health and Care, both leading the Council's response to COVID-19 and undertaking recovery of some key services. Prioritisation of this critical work has however resulted in some delays to delivery of pre-COVID activity, such as its Targeted Reviews Programme, however revised plans are in development to address this.



7. Ongoing COVID-19 Local Outbreak Control activity has included:

- Identification of weekly hotspot areas for community testing to help control the spread of the virus;
- Successful roll out of COVID asymptomatic testing model, including the use of lateral flow rapid testing;
- Support the NHS with the COVID vaccination programme, focussing on at risk groups;
- Extension of local contact tracing for all positive cases to reduce further transmission; and

- Ongoing support to care providers to manage incidents within services and staffing.
8. During this quarter COVID-19 cases in Staffordshire continued to rise, following the national trend. However, more recently cases are slowly falling and are now at 220.3 per 100,000 population (in the seven days to 5th February 2021). This is below regional rate of 256.8 but above the national rate of 200.5. Residents can keep up to date with the latest case figures in Staffordshire, including a district breakdown by clicking [here](#).
 9. More than 6 million items of personal protective equipment (PPE) have now been packed and delivered by the Council to front line care staff, social workers and other roles in direct contact. The Council continues to provide items of PPE when supplies have been difficult to obtain. This has helped ensure every care home and care provider in Staffordshire has what it needs to care for the most vulnerable.
 10. Ensuring care market resilience has continued to be a key part of recovery operations during Quarter 3. The Council has distributed £4.3m from the second round of Adult Social Care infection control funds to support their efforts to reduce the risk from COVID-19 for service users, staff and visitors. Furthermore, the Council has worked with Day Services providers to ensure they are COVID-19 compliant so services can remain operational during the national lockdown. Where this is not possible, they will provide outreach support to ensure people continue to be supported.
 11. Vital work with NHS colleagues has continued to ensure COVID-19 discharge pathways from hospitals are implemented and working effectively, in order to free up acute hospital beds in a timely way.
 12. In the adults' safeguarding service there is however an increase in its waiting list currently being experienced, largely due to an increase in contacts over the Christmas period. In response to the increased demand, additional capacity has been secured and appropriately trained, and plans remain in place for Adult Social Care teams to prioritise work on a risk basis for completion.
 13. Much work has been underway to progress the Council's Supportive Communities programme, aimed at helping residents to stay independent for longer. This quarter saw over £200k of #DoingOurBit grant funding allocated to 109 community groups, helping make a difference to vulnerable older people and children and families. In addition, with help from anchor organisations and Support Staffordshire, in October 18 Community Help Points were launched across the county. The help points are already providing befriending support, practical help and support in the home and low-level mental healthcare.
 14. Work continues to refresh the Council's Public Health & Prevention Strategy, with delivery of this focussed on mitigating the ongoing public health risks from COVID-19. Recent delivery includes the Stoptober stop smoking campaign ran throughout September and October generated 56 referrals to the stop smoking service. Efforts have also been made to widen the eligibility criteria for the physical activity element

of the Everyone Health Service, to help tackle physical activity and obesity across Staffordshire.

15. Furthermore, a report outlining plans for a new Staffordshire Joint Mental Health Strategy was presented to Staffordshire's Health & Wellbeing Board on 10th December 2020, with agreement to proceed. Initial work has been completed to identify key priority areas for the new strategy and a period of engagement is intended to commence in February 2021.
16. Work on the Staffordshire Warmer Homes scheme is delivering a range of positive outcomes. The scheme, which launched in June 2019, has already supported over 200 homes to be connected to gas and have free First Time Central Heating, with significant financial benefits. In addition, eligible families can also access other energy saving measures like home insulation and solar panels. So far £9.7m funding has been secured to support Fuel poverty in Staffordshire, with potential to secure over £17m in 2021.
17. From a Finance perspective, the Health and Care forecast outturn at Quarter 3 is a saving of £1.131m. 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 £29.941mm. The longer-term financial impact of COVID-19 is not yet clear but will undoubtedly affect the MTFS in future years.

18. Families and Communities



19. Work to progress its recovery plans, transformation and wider service delivery continue to take place across the service.
20. During Quarter 3 considerable work has taken place to support schools and early years settings in the management of outbreaks. This includes provision of health protection advice and guidance, as well as visits to higher risk areas, to support schools in minimising any impact on learning.
21. Whilst schools subsequently closed on the 5th January 2021, they do remain open for critical workers, vulnerable children and children with no access to laptops. Compared to the first lockdown, there has been a considerable uptake of the school places, which has proved challenging for schools in managing demand and provision of online learning. The Council continues to support schools on the implication of the new lockdown, whilst also working with them on the roll out of Lateral Flow Testing in settings. In addition, the Council has reinstated its weekly vulnerable children's return from schools to ensure continued safeguarding and support for those in need.
22. The implementation of an Emotional Wellbeing in Schools programme is enabling schools to provide effective wellbeing support to children and young people who are dealing with the emotional impact of COVID-19. So far, seven local experts have been recruited and over 100 education colleagues have attended virtual training, with further sessions planned during January.

23. In December 2020, the number of Staffordshire Children in our Care increased slightly to 1,268, from 1,244 in September 2020, and is in line with the children's transformation reprofiled business case. The increase is partially due to court delays caused by COVID-19. The current rate is 74 per 10,000, higher than the national benchmark (67 per 10,000 in 2020) but lower than regional (85 per 10,000 at end of September 2020). The number of children subject of a Child Protection Plan is 662 and has remained relatively stable for the previous 12 months, with a current rate of 39 per 10,000. This is just below the most recent national benchmark (43 per 10,000 in 2020) and lower than the regional rate (49 per 10,000 at the end of September 2020).
24. Following the successful allocation of up to £469,000 of Department for Education (DfE) funding last quarter, social workers have now been recruited and begun specialist placements in seven Staffordshire schools, as part of a pilot scheme to reduce the number of referrals for specialist help. Staffordshire is one of 21 local authorities chosen for the extended national trial to identify need early and provide young people and their families with the necessary support.
25. Since 2015 the Council has helped 8,999 families through the Building Resilient Families and Communities (BRFC) programme. By the end of October, we had already exceeded our successful family targets, five months earlier than set by Government. By the end of 2020 1,100 families have achieved successful outcomes for this financial year, with this figure set to increase further.
26. Family Hubs continued to administer both the Defra Emergency food Scheme and the COVID winter grant. By December 2020 £500,000 has been allocated and a further 28,667 children have accessed food vouchers during the October and Christmas holiday period.
27. A proposed Staffordshire special educational needs and disability (SEND) strategy has been drafted after an initial period of engagement earlier this year. Public consultation has since commenced with parents, carers and education professionals invited to take part. The [consultation](#) was open to all those interested which recently closed on the 24th January.
28. Positively, significant work has taken place to clear the backlog of overdue Education, Health and Care Plans (EHCP). Dedicating additional resource has resulted in the 540 children with overdue assessments been issued with their Plan since the project started in March 2020. This has reduced overall pressure within the service and led to an improvement in overall timeliness. In 2020, 33% of EHC Plans were issued within 20 weeks, compared to 13% reported in 2019. If the historic backlog is excluded, 60% of new EHC Plans issued in 2020 were in time, and now in line with the most recently published national average.
29. The Council has been successful in securing funds of £444,000 to deliver the Staffordshire Countryside Explorer project at Cannock Chase, Chasewater and Greenway Bank Country Parks. This year will see improvements to facilities including two new play areas, new heritage trails, as well as paths and visitor centre improvements. A further £23,000 has also been awarded to improve facilities at Chasewater Country Park.

30. To enable reading to be shared across the county at Christmas time, Staffordshire Libraries has gifted 500 gift parcels as part of The Reading Agency's partnership with Costa Coffee at the end of last year. The packs were distributed via Staffordshire Women's Aid and the Family Hubs, with an offer of advice or support from the library service.
31. In terms of the financial position at Quarter 3, for Families & Communities there is a forecast saving of £62,000, compared to the forecast overspend of £0.875m in Quarter 2. This is largely due to staffing vacancies and additional grant incomes. The forecast financial impact of COVID-19 for the directorate is £5.913m, as well as additional exceptional costs and lost income.

32. Economy, Infrastructure and Skills



33. 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.
34. The Council has continued to work closely with local District and Borough Councils across Staffordshire to maximise the impact of available Government Funding support. This includes an investment of £862,000, to complement investment by District and Borough Councils, from the Additional Restrictions Grant which will support activities such as training grants to employers, wage support for apprentices and financial support for small businesses to thrive.
35. In addition, a Business Support Partnership Scheme, working with the Federation of Small Businesses (FSB) and all local District and Borough Councils, will enable small local businesses to have access to extensive business support networks. The scheme is on track to start mid-January.
36. The regeneration of town centres in Newcastle-under-Lyme, Stafford and Tamworth will be assisted through the allocation of funding from the Government's Future High Street Fund. This quarter the government announced that Tamworth will receive more than £21.65m as part of the £830 million Future High Streets Fund. In addition, both Newcastle-under-Lyme and Stafford have also secured provisional offers of £11m and just over £14m subject to further development of their plans.
37. Furthermore, businesses across Staffordshire have continued to be supported by the Council and its partners through a range of targeted initiatives, to help mitigate the impact of COVID-19. Some specific examples include:
- Countywide redundancy task group have begun preparations for a virtual jobs fair to be held on 14th January, in partnership with the Stoke-on-Trent and Staffordshire Local Enterprise Partnership (SSLEP). The aim is to engage over 5,000 local people to help bridge the gap between industries at risk of redundancy and growth sectors;
 - Staffordshire Start-Up Loan scheme is assisting those made redundant or unemployed to start up new businesses with loans of between £3,000 and

£5,000, with no interest or fees. The first loan payment has been issued, with further funds to be allocated;

- Through the #StaffordshireMeansBusiness campaign a weekly newsletter is now being circulated to over 6,000 people informing them of key COVID business support and wider activities of interest;
- Launched #ThinkStaffordshireFirst campaign to promote the impact of small spend on local jobs and communities.

38. This support continues to be critical, with the latest out-of-work claimant figures remaining unchanged at 4.7% of the local population, with a total of 25,035 claimants. Whilst Staffordshire has been experiencing a rise in claimant numbers due to COVID-19, the County's strong position going into the pandemic has meant claimant rates remain lower than both regional (7.2%) and national (6.4%) averages. The proportion of young claimants, aged 18-24, has increased from 3.7% in March 2020 to 7.6% in December 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, to help prevent them become long-term unemployed.

39. During Quarter 3 a range of business cases have been developed that enable the Council to secure investment from the Government's 'Getting Building Fund'. These include Council led projects such as i54 Western Extension, the Skills Equipment Fund, the Local Sustainable Transport Programme and Shire Hall in Stafford.

40. A total of £1.6m has been secured from this Fund for the development of Shire Hall, through the Stoke-on-Trent and Staffordshire Local Enterprise Partnership, with the remaining cost met by the Council or other available funding sources. The investment will see the building transformed into an enterprise hub that will offer workspace for up to 20 small businesses, whilst helping to support the town centre economy. Additionally, in October Cabinet also agreed the next phase of works for the Eastgate regeneration scheme, which is a key part of Stafford town centre's transformation.

41. Much work has continued as part of delivering our community learning programme despite COVID-19 challenges. Learning providers and participants have transformed and adapted, with some courses more accessible to people across the county. Over 2,300 Staffordshire residents enrolled on the Council's Community Learning courses during 2019/20, and where lockdown meant the suspension of traditional classroom delivery, a good proportion of courses have continued to be delivered online.

42. Highways improvements are set to go ahead early this year, having successfully secured £1.8m Active Travel Government funding, to help deliver our local cycling and walking infrastructure plan in Stafford, Cannock, Newcastle-under-Lyme and Burton upon Trent. The investment will see a range of improvements delivered throughout the year, helping to improve people's health and wellbeing, combat climate change and reduces congestion on local roads.

43. Following feedback from residents and Councillors, delivery of the £5m extra investment works, and £2m in-year investment in Community Highway priorities is now well underway. In addition, the Council continues to respond to recent flooding and gritting operations throughout adverse weather conditions.
44. Finally, progress has been made in relation to the Council's Superfast Staffordshire programme team are currently working with approximately 60 communities and Openreach on Community Fibre Partnerships to utilise the DCMS Rural Gigabit Broadband Vouchers, along with the Council's "Top-up" voucher scheme (£1m). It is hoped that this could provide full fibre broadband services to 2,000 to 3,000 premises over the next 12 months. Over £753,000 vouchers have been allocated to date across the County.
45. The overall financial position at Quarter 3 for Economy, Infrastructure and Skills is a forecast saving of £0.109m with small forecast savings across the business. On top of this, the forecast financial impact of COVID-19 for the directorate is £5.353m, compared to the Quarter 2 forecast of £4.684m.

46. Corporate Services



47. Corporate Services continues to provide vital support to the organisation in delivering on its priorities.

48. A significant amount of corporate support has been provided to Local Outbreak Control. During the quarter local contact tracing has been extended to cover all positive cases, with 78% of positive cases reached, helping to reduce further transmission of the virus. Dedicated data and analytical capacity are also helping to target action in relation to Test and Trace activity and management of outbreaks.

49. The Council's Registration Services has continued to register more deaths, nearly 500 more than Quarter 3 in 2019. Due to November's lockdown and the ongoing restrictions, the service now has approximately 1,000 more marriage ceremonies scheduled for 2021, compared with a normal year. These will either need administering or rescheduling should restrictions continue into Spring/Summer.
50. Much work has been underway to create a Staffordshire brand that will help to grow the economy and create more, better paid jobs. As a result of this work a new Staffordshire story and place brand was launched in late November, as part of an online event, with almost 200 key stakeholders involved from across the county and the Midlands. A new place brand manager will now lead the development and delivery of a place marketing plan.
51. In Corporate Services the financial position at Quarter 3 is a forecast saving of £0.146m, however there is a forecast overspend in HR offset by a saving in Assets and Business Support. This position includes a provision for M365 costs in the Digital area in 2021/22 of £0.250m as well as a contribution to forecast costs for the new recruitment system of £50,000. At Quarter 3 the impact of COVID-19 is £5.516m, representing an increase of £0.659m from Quarter 2. This increase is due to the forecast loss of income in the Registrars area and the additional costs

of continuing to use the County Showground for mortuary facilities and equipment storage.

52. Strategic Plan Principles

53. A significant amount of work has taken place this quarter to drive forward the Council's four principles, which continues to underpin our priority work. A summary of the key activities is set out below.

54. Communities

55. The Council recently launched its #DoingourBit Community Grant fund, which this quarter has seen the Council successfully award 109 local community groups a total of £203,199 funding to support vulnerable older adults and children and families. Furthermore, as part of the Council's response to COVID-19 the County Councillors' Members Fund continues to provide support to communities. As at 8 January 2021, a total of £207,666 COVID-19 support funding has been allocated to over 200 community groups to support vulnerable residents and community recovery.

56. A Staffordshire COVID-19 Resident Survey, which ran between August and September 2020, has been delivered achieving one of the largest responses to date of 3,921. Results have been published [online](#), alongside actions being taken in response to the feedback. Building on the Council's commitment to listen and respond to the needs of its citizens, a new Staffordshire Residents' survey was established which ran between November and January 2021. Results of this engagement are currently being analysed.

57. In December Cabinet approved the Council's Communities Delivery Plan, informed by the Council's progress working with communities, as well learning from COVID-19. The Plan promotes social action and to build capacity in the voluntary and community sector, as well as help the Council to work in a more community focused way. Following approval, the plan will now be taken forward and delivered. [Click here](#) to view the refreshed Communities Delivery Plan.

58. Digital

59. Work to reset the Council's digital strategy and programme has now been completed, with the development of an ambitious Digital First Strategy and Programme for approval by Cabinet on 17 February. The strategy focusses on four themes - Digital Citizen, Digital Council, Digital Care and Digital Economy. These themes are underpinned by programmes of work, including improvements to online access to services and information, as well as enabling digital innovations.

60. The digital team, with the Digital Leadership Group, are continuing to develop the programme to ensure that benefits are clear and that the programme support delivery of the Council's priorities.

61. During the next quarter the priorities for the digital programme will be to further support the Council's smart working approach, the development of a digital infrastructure strategic framework and actions to increase digital inclusion.

62. Digital inclusion remains a key priority throughout the COVID-19 pandemic, to help ensure residents can access digital information and feel connected to their community. A Digital Inclusion Action Plan has been created to support the Council's efforts, with a number of 'Priority Actions' identified for the period January to March. These actions will ensure that alternative provision is put in place where possible so that residents continue to be supported.

63. Climate Change

64. Key activities this quarter include Cabinet approval and publication of the Council's Climate Change Action Plan. The plan includes changes that will put climate change at the centre of the Council's day-to-day thinking, in contracts and decision making, as well as practical projects such as increasing the use of LED lighting, the use of biomass or solar energy and tree planting. It is intended that the plan will be further developed as work progresses and technology changes, to facilitate the Council's ambition of net zero carbon by 2050.

65. Activity is now underway to commence the refresh the Staffordshire Climate Change Strategy. Initial engagement with partners is also planned and will be facilitated by Keele University.

66. To support Staffordshire communities to do their bit towards the reduction of carbon emissions, improve air quality or help people to deal with climate change events a new Member Climate Action Fund was launched in November 2020 to support projects in their communities. £124,000 is being made available and the fund is open until the end of February 2021. At the end of Quarter 3, 21 applications had been received, and by the end of January 2021 this had grown to over 70 applications.

67. Workforce

68. The Council continues to move forward with the delivery of the Learning and Development Commissioning Plan. Contracting for our new Learning Experience Platform, an online learning and development tool for all staff, is now complete with the system due to go live in April. The delivery of the Council's iManage development programme for managers has also begun, with more than 400 managers signed up to take part so far.

69. Significant work has taken to place to develop the Council's forthcoming 'Employer Brand' aimed at both existing employees and new applicants, with approval of this expected in the coming months. Alongside this a number of workshops, attended by officers, members, community leaders and trade unions were held to get feedback on our current approach to Equality, Diversity and Inclusion (ED&I), and capture ideas on how we can improve it. Initial findings from these sessions have now been shared and will inform the corporate ED&I strategy that is currently in development.

70. Finally, one positive outcome of the COVID-19 response has been a significant and continued reduction in sickness absence levels, currently 10.24 days lost per employee (December 2020), representing a reduction of 16% from the same period last year. Improvements have been seen against the majority of absence reasons, but of particular note is the reduction in musculoskeletal absences, currently 1.51 days lost per employee, a reduction of 28% from last year.

List of Appendices:

1. Finance Quarter 3 Summary
2. Finance Quarter 3 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 3 forecast information.

The latest revenue forecast outturn shows an overspend of £0.6m (0.1%), compared to the overspend of £1.8m (0.3%) at quarter 2. 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 £1.333m of the Exit and Transition Fund which was established in 2018/19.

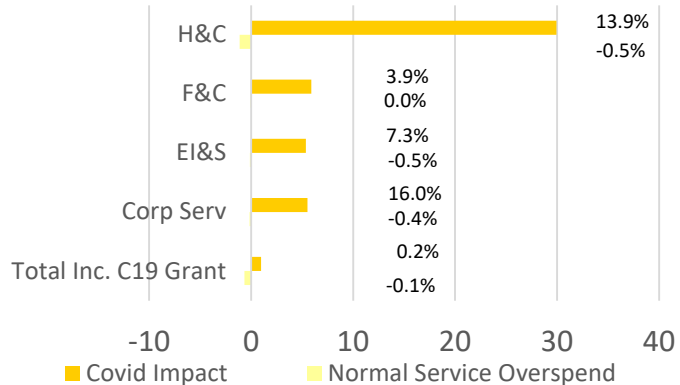
There is a forecast non-Covid overspend of £2.4m on Education Services. This is due to SEND Transport increasing costs and demand, due to increased use of single occupancy taxis.

Savings are categorised into confidence of delivery. There are £14.5m 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. Savings classed as undelivered are Adult Placement Services Savings of £19,000, Reducing Nursing Care placement costs if £0.2m and Reviewing Enterprise Centres of £50,000. 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 £146m, compared to the quarter 2 position of £143m, an increase of 2%. This projection is a fully funded position. This increase is due to reprofiling on Stafford Western Access Route and Lichfield Southern Bypass. More detail is available within the report.

Within the national context, the retail price index is currently 0.9%, and the latest consumer price index is 0.6%. GDP is estimated to have decreased by 2.6% in the three months to November 2020. Current unemployment figures show Staffordshire benefit claimant rate remains below that of the West Midlands and Great Britain.

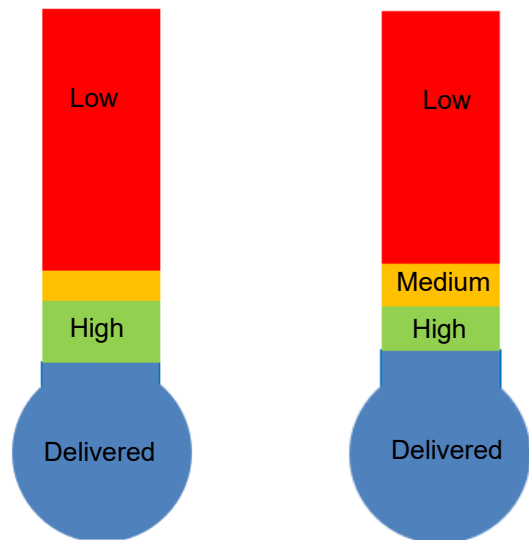
Revenue Budget Variance



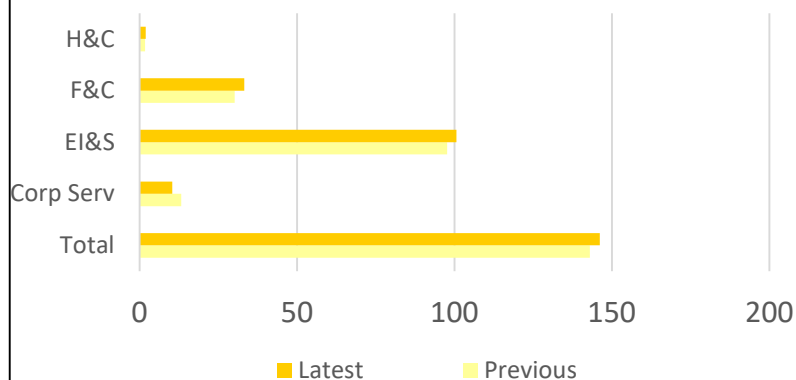
Savings Tracker – Target £28.079m

Quarter 2 - £28.079m

Quarter 3 - £27.810m



Capital Programme



Introduction

Revenue Forecast

1. The latest revenue forecast outturn (as provided in appendix 4) shows a forecast overspend of £0.587m (0.1%).
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 four payments of general grant to local authorities, totalling £47.6m, 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 £1m is likely to remain.

	£m
Additional Costs	31.857
Lost income	3.321
Delayed savings	10.733
Grant funding	(46.896)
Shortfall	0.985

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

All grants received by Staffordshire County Council regarding Covid 19 in 2020/21 are listed below. The General Covid Grant can go against all spend, the remaining grants are specific and go directly to services.

	£m
General Covid Grant Funding	47.576
Test and Trace	3.634
Adult Social Care Infection Control	18.189
Clinically Extremely Vulnerable	0.507
Food and Essential Supplies	0.823

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Home to School Transport	0.661
Covid Winter Grant	2.221
Sales, Fees and Charges Funding	0.946
Contain Outbreak Management	7.036
Local Transport Authority Grant	0.221
Adoption Support Fund	0.225
Growth Hub	0.873
Schools Fund	0.239
Catch Up Premium	0.815
Mental Health Support	0.138
Total	84.105

4. The forecast spend in the table above could change significantly now the country is in the third national lockdown and the County Council may have to divert resources into dealing with the crisis, as previously.
5. Taking this grant shortfall into account, plus some pressures and savings resulting from normal service activity results in the current forecast overspend of £0.587m. In addition, there is a great deal of uncertainty regarding future funding levels which taken together mean that services must continue to follow 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 - £29.941m

Normal service forecast – £1.131m saving

8. *Adults Social Care & Safeguarding*

Covid impact - £0.684m

Normal service forecast – £2.210m saving

9. The increase in the forecast saving is mainly due to additional staffing relating savings against the Adults Learning Disability Teams (ALDT) from a number of vacant posts. There are also other staffing savings forecast across several other teams.

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10. The restructure of the ALDT was completed last year. There have been a number of vacancies in the new teams this year which has led to a forecast saving of £0.713m which is higher than the previously forecast £0.599m. The £0.3m MTFS saving has been delivered in full.
11. A new Section 75 agreement for Mental Health South has been agreed for the year and it is still expected that the service will breakeven. There is a forecast saving on the Mental Health North team of £0.146m arising from savings on the amount of agency staff used to deliver the service. This is slightly lower than the £0.205m forecast at quarter 2. The £0.1m MTFS saving for the Mental Health North team will be delivered in full.
12. Business Support is still forecasting a saving of £0.150m due to savings from the staff restructure and generating more income than originally forecast.
13. Due to Covid 19, the council has changed the way that it is paying for the Home Care service which has reduced the running cost of the call monitoring software and therefore we are forecasting a saving of £0.2m in 2020/21. This system is in the process of being retendered and the cost of the system will change over the next 6 months. Further clarity on the new costs will be gained once the tender process has completed at the end of quarter 4 or early in 2021/22.
14. There is a forecast saving of £0.427m from staff turnover and holding vacant posts within Social Care and Adult Safeguarding.
15. There is a forecast saving of £0.1m on Deprivation of Liberties Safeguards (DoLS) assessments due to the impact of Covid 19. Between April to June there was a loss in independent Best Interest Assessor's and lower fees were negotiated as assessments had to be completed virtually. There is a forecast saving of £0.130m on Mental Health Assessments due to the impact of Covid 19, outcome from the procurement process and reduced rates with Mental Health Assessment providers as assessments were completed virtually. The accrual savings of £0.296m for 2018/19 and 2019/20 are due to culmination of lengthy negotiations with the Clinical Commissioning Groups (CCGs) which have only now been concluded. It is requested that Cabinet agree that this £0.526m saving is carried forward to 2021/22 to fund the completion of 950 referrals from the waiting list.

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16. Other variances amount to a saving of £0.168m.
17. There is a forecast overspend of £0.197m in the Learning Disability In-House Residential services due to the vacancy factor built into the budget not being met in full so far this year. This is a reduction from the £0.591m forecast at quarter 2 mainly due to additional Covid 19 infection control grant provided to the service. There is now a small forecast saving of £78,000 for the Specialised Day Opportunity Service which is a small improvement from quarter 2. Additional costs from the temporary operating model for these services are being funded by the Covid 19 grant funding.
18. An update on the Adult Learning Disability 2022 Community Offer was presented to Cabinet on 18 November 2020. Cabinet agreed capital investment in Douglas Road and Hawthorn House sites. The financial analysis demonstrates a positive Net Present Value (NPV) for both schemes (£3.353m for Douglas Road and £6.358m for Hawthorn House) which are achieved through reduced staffing and site costs. It is proposed that £2m is allocated towards the capital costs of these schemes. This would reduce the Council's borrowing costs by £0.450m over the MTF period.
19. *Care Commissioning* *Covid impact - £29.257m*
Normal service forecast – £1.079m overspend
20. The Mental Health placement budget is forecast to overspend by £0.171m. This is largely due to delays in delivering the £0.250m MTF saving due to Covid 19. However, the position has improved from earlier in the year when the forecast overspend was £0.569m, due to reductions in the cost of some Supported living care packages following reviews and an increase in the Health Income forecast. The overspend has been offset by forecast savings on the Mental Health contracts of £0.235m.
21. The Learning Disability Placement budget is now forecast to save £3.517m which is an increase from the quarter 2 position of £2.921m. Since quarter 2 there has been a slight increase in residential care costs due to a small increase in placement numbers but this has been more than offset by reductions in Direct Payments and Adult Placements as well as lower respite costs due to Covid 19 which reduced their take up. We are experiencing the full benefit of increases in health income negotiated in recent years. However, the Community Offer and Reviews Programme MTF savings will not be delivered

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in full due to the impact of staff resources being diverted to respond to the Covid 19 pandemic. It is expected that all additional unplanned care costs from the pandemic will be met from the additional grant funding. There remains a risk that demographic growth and care prices increases will exceed the budget assumptions, but these will be monitored as we move through the year.

22. The council will continue to work with CCGs to support the discharge of people with learning disabilities or autism from specialist hospitals to community-based settings under the Transforming Care Partnership (TCP). The government has provided the Staffordshire and Stoke on Trent TCP grant funding of £0.467m for 2020/21 to support further discharges. However, as a result of the National Health Service England (NHSE) reducing the amount of funding that accompanied individuals, there has been a substantial cost pressure for the Staffordshire Health and Care economy in recent years. In 2020/21 the county councils' total cost is forecast to have grown to almost £2.4m and there remains a significant risk of further pressures in 2020/21 and for the remainder of the MTFS period.
23. The planned recommissioning of the Carers service has been delayed due to Covid 19 and the new service will now begin next year. As a result, the savings from last year are forecast to reoccur this year - £0.333m. There is also a forecast savings for the Advocacy contract of £0.210m, unchanged from the previous forecast.
24. The forecast overspend on Extra Care has increased from £86,000 at quarter 2 to £0.236m due to the costs of additional waking nights.
25. Prisoners related care activities are now forecast to save £0.518m, £0.242m of which is staffing and lower care costs.
26. There is a forecast saving of £0.766m on centrally managed costs, which has arisen as transformation programmes have been delayed.
27. The Older Peoples service is forecast to save £4.097m, an increase from the quarter 2 position of £2.430m. This increase is mainly a result of further reduction in the residential and nursing forecasts as the number of placements are lower than budgeted. One of the key factors being the number of completed assessments is lower than initially anticipated, while we continue to review the

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residents who were discharged from hospital to free up NHS capacity (Pathway 3).

28. There is still great uncertainty about the longer-term impact of the Covid 19 pandemic on the care market which has resulted in higher costs and lower income levels for providers. These issues continue to pose a considerable risk to the Council moving forward.
29. There are forecast savings of £0.183m for Domiciliary Care, £0.281m for Direct Payments and £0.159m for Short Stay Respite. The forecast position for income for Older Peoples Placements has improved slightly from a shortfall of £5.164m at quarter 2 to £4.968m at quarter 3.
30. Further forecast savings are reported for Physical Disabilities of £0.579m, Residential and Nursing Placements of £0.673m and Community Based Services of £0.259m. Other variances amount to an overspend of £2.152m.
31. There has been increasing concern about the level of debt held within Health and Care – currently £27.2m – and the systems and processes that are in place to recover outstanding sums. An officer task group has been created to look at outstanding debt and the group meet on a regular basis. The scope of the group is to identify how the debt has accumulated, recommended actions to prevent this re-occurring and recommend how the function can be designed and resourced in the long term. One of the areas of focus has been to review the debt that has been categorised in the system for write off. Work to provide additional information and analysis to process the write-off of £3.580m of Health and Care debt has been completed and this will be approved in accordance within schemes of delegation. The costs will be met from the bad debt provision for Health and Care and there is no impact on the 2020/21 financial position.
32. *Digital Transformation*
33. Staffordshire County Council wants to improve how colleagues work, refine processes and further improve interactions between the Council, its partners, and Staffordshire's residents. The Council wants to use technology and data to develop relationships with our communities, enabling and encouraging more residents to help themselves and each other. Furthermore, systems transformations can reduce costs through automation and streamlining

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processes. The Council recognises that true digital transformation will require significant investment and it is therefore appropriate to ensure adequate provision of £2.5m is made now for these costs in future years.

- 34. Families & Communities** **Covid impact - £5.913m**
Normal service forecast - £62,000 saving
35. *Children's Services* *Covid impact - £4.752m*
Normal service forecast - £1.942m saving
36. The forecast is a saving of £1.942m which is mainly a result of a forecast saving of £1.6m due to staff vacancies in the Prevention Service, Family Group Conferencing team and Short Stay Residential teams, as well as additional grant income for Unaccompanied Asylum-Seeking Children.
37. There has been a forecast saving of £0.6m in Early Help and Safeguarding arising through staffing vacancies and Section 17 savings of £0.8m in the Early Help and First Response teams but offset by a forecast overspend of £0.2m in the safeguarding teams due to additional agency staffing costs.
38. There is also a forecast overspend in the Independent Conference Chair service of around £0.3m due to additional staffing levels.
39. The budget this year included additional investment of £2.570m for the continuation and progression of planned transformation works as outline in the business case previously approved. This is expected to be fully spent this year and before the Covid 19 outbreak, was forecast to deliver MTFs savings of £4.7m.
40. Unfortunately, due to the pandemic, it is likely that planned savings this year will be delayed for reasons that are beyond our control.
41. 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.

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42. *Education Services* *Covid impact - £0.527m*
Normal service forecast - £2.367m overspend
43. The forecast overspend is £2.367m a small improvement since quarter 2. This position is largely due to the continued pressure from SEND transport which is forecast to overspend by £2.311m. This is as 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 specialist needs and / or disruptive behaviour.
44. There is a £0.815m additional investment in SEND stabilisation works as approved by Cabinet earlier this year, which is forecast to be fully utilised.
45. These overspends have been offset by a forecast saving on historic pensions costs of £0.4m and other vacancy savings of £0.3m.
46. While the service faces further pressures of £0.5m as a result of the non-delivery of MTFs savings it is expected that this can be mitigated this year by the use of other service reserves and forecast savings across the service. However, going forward this will remain a pressure and will be addressed as part of the wider transformation programme.
47. There have been additional exceptional costs due to Covid 19 in relation to SEND transport and cleaning.
48. *SEND High Needs Block*
49. The High Needs Block is currently forecast to overspend by £5.5m. This is higher than previously forecast and reflects additional demand for SEND support including pressures arising as the backlog of EHCP (EHCP) assessments is addressed through the SEND stabilisation programme approved earlier this year. This overspend will be charged against the DSG reserve which will likely go into deficit at the end of the current financial year.
50. Schools Forum, at its meeting in October 2020, approved a deficit management plan utilising surplus Growth Fund money (after amounts have been used to fund NFF shortfalls and contributions to schools for in year growth) that will be transferred to the DSG reserve. It is forecast that, for 2020/21, this will be around £2.5m and in 2021/22 will provide for a further £1m - £1.5m.

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51. This policy will be reviewed annually and until such time that accumulated DSG balances are returned to the target level of £4m (equivalent to 2.5% of the annual DSG, excluding Schools).
52. Going forward, it is anticipated 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 within overall resources.
53. *Culture & Communities* *Covid impact - £0.368m*
Normal service forecast - £0.175m saving
54. There is a £0.245m forecast overspend from undelivered MTFS savings within Archives and Libraries. It is forecast that these will be mitigated by staffing vacancies of £0.315m and other savings of £0.105m as a result of reduced costs of service provision due to Covid 19. Going forward it is forecast that target savings will be delivered through staffing restructures once planned transformation programmes can be finalised post Covid 19.
55. The Covid 19 pandemic has led to reduced income for the service from reduced trading activity.
56. *Rural County* *Covid impact - £0.266m*
Normal service forecast - £78,000 saving
57. The service faces a forecast overspend of £0.190m as a result of undelivered savings. It is forecast that this will be mitigated in year by staffing vacancies within the service of £0.268m leading to an overall forecast saving of £78,000. Going forward it is forecast that alternative savings will be brought forward within Rural Services and/or the wider Families and Communities Directorate to deliver target savings in full over the MTFS period.
58. The Covid 19 pandemic has meant loss of income for the service from reduced trading activity, parking and penalty fines.
59. *Community Safety* *Covid impact – nil*
Normal service forecast - £0.233m saving
60. While Regulatory Services faces forecast overspend of £0.250m as a result of undelivered savings, it is forecast that this will be mitigated by staffing vacancies and other savings within the service of £0.383m. There is a further

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one-off saving in Community Safety against the shortbreaks contract of £0.1m as a result of families shielding during the Covid pandemic.

61. Economy, Infrastructure & Skills **Covid impact - £5.353m**
Normal service forecast - £0.109m saving

62. *Business & Enterprise* *Covid impact - £0.166m*
Normal service forecast - £0.271m overspend

63. The forecast overspend of £0.271m is a reduction from the quarter 2 position of a saving of £52,000. The main reason for this change is the inclusion of estimated holding costs for the Magistrates Court, which is offset by reductions in spend in other areas including an extended staff vacancy and some additional income.

64. The Covid 19 pressures are now forecast to be £99,000, less than the quarter 2 position of £0.166m. This is due to successful efforts to recover income from Enterprise Centre tenants, and to make savings within areas where partner income has reduced, such as Staffordshire Business and Environment Network and Destination Management Partnership.

65. *Infrastructure & Highways* *Covid impact - £0.797m*
Normal service forecast - £68,000 saving

66. The forecast is a small saving of £68,000 which is a slightly improved position from the breakeven position reported at quarter 2.

67. The small forecast overspend of £49,000 on Lighting and Signals which is largely the non-achievement of the advertising MTFs saving can still be mitigated by vacancies in the Street Lighting and Traffic Signals teams. Within Strategic Asset and Network Management there has been a significant increase in the forecast income arising from the new permit scheme and licencing activities (e.g. traffic regulations orders). The permit scheme is being closely monitored as the County Councils is only allowed to recover the additional costs it has incurred in setting up the scheme and any surplus over this amount should be reflected in reduced charges in subsequent years. It is prudent to allow for a certain element of the additional income to be taken to a reserve to provide for this possibility in future years. Therefore £0.7m has been set aside for this purpose and the remaining has been used to offset the

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additional expenditure now anticipated within Highways Operations and the business as usual element of On-Street Parking.

68. The forecast impact of Covid 19 is forecast to be £0.797m, a reduction of £0.303m from quarter 2. This reflects a reduction in the forecast spend in relation to school crossing patrols and a potential reduction in the forecast loss of income from licencing activities.
69. *Transport, Connectivity & Waste* *Covid impact - £0.910m*
Normal service forecast - £38,000 saving
70. The Transport and Connectivity the forecast saving is £0.103m which is an increase from the quarter 2 position of £17,000.
71. The Transport and Planning Team has a forecast saving due to staff vacancies and opportunity to recharge time against specific externally funding projects. Significant savings in the Concessionary Fares budgets, as well as a forecast saving of £0.225m on Public Transport which has been impacted by the Covid 19 pandemic still remain. It is forecast that spend in future years will be in line with budgets as passenger demand increases. Nearly all of these forecast savings totalling £0.5m will be used to fund Transport Assessment work to support Local Plans in the period 2021/26 (£1m in total is required). This work is necessary to support the economy and ensure that development is made acceptable in transport and environmental terms.
72. There are £0.279m additional costs relating to Covid 19, for additional cleaning of home to school mainstream transport. This is almost a £0.750m reduction from the quarter 2 forecast, which included costs for extra capacity for which specific Covid funding has been received.
73. Sustainability and Waste is forecast to overspend by £65,000 which is an increase from the breakeven position at quarter 2. This forecast includes a £40,000 forecast overspend on Woodfuels due to lower than anticipated recharge income and a net overspend across Waste services.
74. The impact of Covid 19 on Sustainability and Waste is now forecast to be £0.630m which is a £0.420m increase from quarter 2. This is predominantly a loss of third-party income from selling spare capacity at the Energy to Waste facilities, due to the increase in tonnages from the County Council. There is

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also a loss of income in the Woodfuels areas due to biomass boilers being switched off during the school closures in the pandemic.

75. *Skills* *Covid impact - £0.230m*
Normal service forecast - £89,000 saving
76. There is a small forecast saving of £90,000 which is an increase from the £24,000 saving reported at quarter 2. This forecast saving is due to current vacancies within the team and a forecast saving against the budget for the Entrust IAG contract. There are £0.230m additional costs relating to Covid 19, which includes £0.165m for the Skills Start Up scheme and £65,000 for additional cost relating to SEND Supported Internship delays.
77. *EI&S Business Support* *Covid impact - £1.050m*
Normal service forecast – £90,000 overspend
78. There is a small forecast overspend of £90,000 which is an increase from the breakeven position at quarter 2. This is predominantly due to an increase in the provision for bad debts for 2020/21.
79. There are forecast to be £1.050m for Covid 19 related costs. This is an increase of £0.139m from quarter 2 which is nearly all for cleaning materials at the Enterprise Centres.
80. **Corporate Services** **Covid impact - £5.516m**
Normal service forecast - £0.146m saving
81. The service is forecast to save £0.146m. The forecast overspend in HR which is the non-delivery of and MTFs saving is offset by a forecast saving in Assets, and Business Support which is the over achievement of MTFs savings. This position includes a provision for M365 costs in the Digital area in 2021/22 of £0.250m as well as a contribution to forecast costs for the new recruitment system of £50,000.
82. The forecast for Covid 19 expenditure has increased from the quarter 2 forecast by £0.659m. This increase is due to the forecast loss of income in the Registrars area and the additional costs of continuing to use the County Showground for mortuary facilities and equipment storage.

83. Centrally Controlled

84. The business as usual forecast is £1.050m which is all in the Insurance area, this is due to a steady increase in insurance premiums. There is a small reduction to the Covid 19 forecast costs due to the MTFS saving on rental income potentially being partly achieved this year, and a forecast saving on the Landlords Repairs and Maintenance budgets as many sites have been operationally closed for the majority of the year. This forecast position includes the provision of £0.3m from this years LLR&M budget to be used in 2021/22 for the repair works that have had to be postponed into next year due to Covid 19.

85. Capital Forecast

86. Appendix 5 compares the latest capital forecast outturn of £146.1m, an increase from the quarter 2 position of £143.0m. The key reasons for this increase of £3.1m are set out in the following paragraphs.

87. Health and Care **Forecast spend £1.928m**

88. There has been an increase of £0.150m due to the introduction of a Specialist Learning Disability Services project in Lichfield.

89. Families and Communities **Forecast spend £33.246m**

90. *Maintained Schools* *Forecast Spend £32.409m*

91. There has been an increase of £2.511m within Maintained Schools which is mainly due to the increase in Anker Valley s106 contribution of £2.244m.

92. There has also been an increase of £0.475m for Vulnerable Children to the reintroduction of In-House Residential project as a property has now been identified as suitable.

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- 93. Economy, Infrastructure and Skills** **Forecast spend £100.597m**
94. *Economic Planning & Future Prosperity* *Forecast spend £17.005m*
95. There has been a reduction of £0.470m since quarter 2, this is primarily due to the reprofiling of the i54 Western Extension project of £0.237m, the reduction in the dilapidation costs for Enterprise centres of £0.118m and the reprofiling of the recently approved Enterprise Centre projects at Cannock and Silverdale of £0.146m.
96. *Highways Schemes* *Forecast spend £80.989m*
97. There has been an increase of £3.329m since quarter 2. This includes a £2.263m increase on Major schemes which is largely the reprofiling of Stafford Western Access Route, and an increase to the Covid 19 costs which are now forecast at £2m.
98. There is also a minor reprofiling of costs on Lichfield Southern Bypass moving £0.144m of costs into 2020/21 from 2021/22. Maintenance and Integrated Transport schemes have increased by £1.239m which is predominantly additional third-party funding of £0.818m and the re-distribution of the anticipated over-recovery of indirect costs since quarter 2. There are offset by a decrease in Other Highway and Developer funded schemes of £0.173m which is the net effect of the refinement of a number of Developer funded schemes including both rephasing as well as in year fluctuations.
- 99. Finance and Resources & ICT** **Forecast spend £1.953m**
100. There has been a small increase of £70,000. This is due to the Public Sector Network Exchange of £0.245m being reprofiled to 2021/22, and a Firewall project of £0.315m being brought forward in response to increased demand due to remote working.
- 101. Property** **Forecast spend £7.166m**
102. There has been a reduction of £2.994m, this is due to rephasing of Greenwood House of £2.894m due to Covid issues, reduction in Fire Compartmentation costs of £0.270m and a net increase of £0.107m in pre-sale costs and improvements due to refinements of the overall budget offset by the inclusion of

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payment of £0.325m to Newcastle District Council regarding the transfer of Kidsgrove Leisure Centre

103. Financial Health

104. Appendix 6 provides a forecast outturn performance against the key Financial Health Indicators approved as part of the 2020/21 budget setting process.
105. There have been 97.5% of invoices paid within 30 days of receiving them at the end of quarter 3, exceeding the financial health indicator target. This position also reflects early payments to suppliers to help them with cashflow during the pandemic.
106. The estimated level of outstanding sundry debt over 6 months old is £22.610m, this is over the target of £14.7m by £7.910m. This is an increase of £3.599m since the quarter 2 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 a return to full debt recovery services, including legal action was only possible from September due to Covid 19.
107. The level of CCG health debt over 6 months old is £0.4m above the target figure. The increase from September to December relates to debt newly falling into the over 6-month-old age category. It is recoverable and payable as nothing has been disputed.
108. Client debt now stands at £10.166m 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.

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Debtor Type	2020/21 Target	30/09/2020	31/12/2020	Increase / (Decrease)
	£m	£m	£m	£m
Health Bodies & CCGs	3.900	2.568	4.252	1.684
Other Govt. and Public Bodies	2.000	2.699	3.927	1.228
Other General Debtors (Individuals & Commercial)	4.700	3.711	4.265	0.554
Health & Care Client Debt	4.100	10.033	10.166	0.133
TOTAL	14.700	19.011	22.610	3.599

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.

Report authors:

Author's Names: Rachel Spain, Nicola Lycett
Telephone No: (01785) 85 4454
Location: Staffordshire Place No.1

Revenue Forecast Outturn 2020/21









	Revised Budget Qtr 3 £m	Forecast Outturn £m	Covid Impact	Normal Service Overspend / (Savings)	Total Variation £m
Health and Care					
Public Health & Prevention	(5.669)	(5.669)	0.000	0.000	0.000
Adult Social Care & Safeguarding	38.422	36.212	0.684	(2.210)	(1.526)
Care Commissioning	183.695	184.774	29.257	1.079	30.336
Specific Grant Allocation (Public Health)	(1.571)	(1.571)	0.000	0.000	0.000
Exit and Transition Fund	0.000	0.000	0.000	0.000	0.000
Health and Care Total	214.877	213.746	29.941	(1.131)	28.810
Families and Communities					
Children's Services	114.824	112.881	4.752	(1.943)	2.809
Children's Public Health	(4.546)	(4.546)	0.000	0.000	0.000
Education Services	28.016	30.383	0.527	2.367	2.894
Culture and Communities	5.289	5.114	0.368	(0.175)	0.193
Rural	2.067	1.989	0.266	(0.078)	0.188
Community Safety	8.207	7.974	0.000	(0.233)	(0.233)
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
Families and Communities Total	152.147	152.085	5.913	(0.062)	5.851
Economy, Infrastructure and Skills					
Business & Enterprise	1.081	1.352	0.166	0.271	0.437
Infrastructure & Highways	29.678	29.610	0.797	(0.068)	0.729
Transport, Connectivity & Waste	39.407	39.369	0.910	(0.038)	0.872
Skills	2.388	2.299	0.230	(0.089)	0.141
EI&S Business Support	1.073	1.163	1.050	0.090	1.140
Specific Grant Allocation (Public Health)	0.000	0.000	0.000	0.000	0.000
Covid related capital project costs	0.000	0.000	2.200	0.000	2.200
Exit and Transition Fund	0.000	(0.275)	0.000	(0.275)	(0.275)
Economy, Infrastructure and Skills Total	73.627	73.518	5.353	(0.109)	5.244
Corporate Services	34.425	35.337	5.516	0.912	6.428
Specific Grant Allocation (Public Health)	0.000	0.000	0.000	0.000	0.000
Exit and Transition Fund	0.000	(1.058)	0.000	(1.058)	(1.058)
Corporate Services Total	34.425	34.279	5.516	(0.146)	5.370
Traded Services	(0.622)	(0.622)	0.000	0.000	0.000
TOTAL PORTFOLIO BUDGETS	474.454	473.006	46.723	(1.448)	45.275
Centrally Controlled Items					
Interest on Balances & Debt Charges	34.204	34.204	0.000	0.000	0.000
Pooled Buildings and Insurances	14.024	15.074	1.158	1.050	2.208
Investment Fund	2.431	2.431	0.000	0.000	0.000
Contingency Position	3.624	3.624	0.000	0.000	0.000
Covid 19 Grant	0.000	0.000	(46.896)	0.000	(46.896)
TOTAL FORECAST OVERSPEND	528.737	528.339	0.985	(0.398)	0.587

CAPITAL PROGRAMME 2020/21

	<u>2nd Quarter Budget</u>	<u>Enhancements to Programme</u>	<u>3rd Quarter Budget</u>
	£m	£m	£m
Health and Care			
Care and Independence	1.778	0.150	1.928
Health and Care Total	1.778	0.150	1.928
Families and Communities			
Maintained Schools	29.898	2.511	32.409
Academy Conversion Residual	0.027	0.000	0.027
Rural County (Countryside)	0.137	0.076	0.213
Vulnerable Children's Projects	0.000	0.475	0.475
Tourism and Culture	0.163	(0.042)	0.121
Families and Communities Total	30.225	3.020	33.245
Economy, Infrastructure and Skills			
Economic Planning & Future Prosperity	17.425	(0.420)	17.005
Highways Schemes	77.660	3.329	80.989
Connectivity	1.850	0.000	1.850
Waste & Sustainability Projects	0.753	0.000	0.753
Economy, Infrastructure and Skills Total	97.688	2.909	100.597
Trading Services - County Fleet Care	1.200	0.000	1.200
Finance, Resources & ICT	1.883	0.070	1.953
Property	10.160	(2.994)	7.166
Corporate Leased Equipment	0.050	0.000	0.050
Total	142.984	3.155	146.139

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 – £22.6m)</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 – 97.5%) 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>	<div style="display: flex; flex-direction: column; align-items: center; justify-content: center;">    </div>	
 Indicator not met	 Indicator not met by small margin	 Indicator met

Cabinet Meeting on Wednesday 17 February 2021

Supportive Communities - Update and Delivery Plan 2021/22



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

“This council is committed to working with communities and the voluntary sector to deliver local, financially sustainable services that are valued by those who need them.

This approach showed its value during 2020 when those in need received a wide range of help and support, including food deliveries, collection of medical prescriptions and a friendly voice at the end of the phone.

Our intention now is to further improve the digital-based support available and, with the help of communities, the voluntary sector and parish councils use different approaches to ensure those who are ‘digitally excluded’ are not left behind.”

Report Summary:

The Supportive Communities Programme was agreed by Cabinet in March 2020. Since its ‘go live’, shortly afterwards, the programme has worked in collaboration with the voluntary sector and adult social care practitioners to support the Council’s response to the Covid-19 pandemic, introduced and embedded Community Help Points, launched multiple online tools to strengthen our digital information, advice and guidance offer and handed out £203,199 in funding to local community groups to help them to support their communities.

This report sets out in more detail the background and achievements of the Supportive Communities Programme during 2019/20 and our aims and priorities for 2020/21, including our response to the Covid-19 pandemic and subsequent lessons learned. The report also outlines the programme’s relationship with the Communities Principle.

This report provides Cabinet with the following update on the Supportive Communities Programme:

Context for the programme

- a. What the Supportive Communities Programme has achieved.
- b. The lessons learned during 2020, including the response to Covid-19.
- c. The proposed 2021/22 proposed priorities.

Recommendations

I recommend that Cabinet:

- a. Considers the 'lessons learned' for the Supportive Communities Programme in 2020;
- b. Notes the achievements of the programme so far; and
- c. Agrees the high level aims and priorities for the programme in 2021/22.

Local Members Interest
N/A

Cabinet – Wednesday 17 February 2021

Supportive Communities – Update and Delivery Plan 2021/22

Recommendations of the Cabinet Member for Health, Care and Wellbeing

I recommend that Cabinet:

- a. Considers the ‘lessons learned’ for the Supportive Communities Programme in 2020;
- b. Notes the achievements of the programme so far; and
- c. Agrees the high level aims and priorities for the programme in 2021/22.

Report of the Director for Health and Care

Introduction

1. How we work and connect with our communities to ensure residents can help themselves and each other is central to everything we do. As such, strengthening our communities was identified as a key principle in our refreshed Strategic Plan 2018-22.
2. Staffordshire County Council has a strong record of working alongside its communities to design and deliver locally based, financially sustainable services that are well used and valued. We have been one of a group of Councils that embraced this approach nationally.
3. However, there is still much more to do if we are to continue to re-design public services alongside our communities. Following the Covid-19 pandemic and its ongoing impact, **supporting and empowering our communities is more important than ever before.**
4. We saw a huge number of volunteers and community groups working tirelessly across the county to support each other and the most vulnerable people in their local area. This effort was supported by Staffordshire County Council, working flexibly and quickly with our partners in the public and community and voluntary sector to connect people to the local support and help they needed.
5. The **Communities Principle** report that was presented at December’s Cabinet outlined how we plan to support residents to stay healthy and resilient. This report will go into more detail around how the Supportive Communities Programme has already supported and plans to support this key strategic principle.
6. This report provides Cabinet with the following update on the Supportive Communities Programme:

- a. **Context** regarding work undertaken to date.
- b. **What the Supportive Communities Programme has achieved** so far.
- c. **The lessons learned during 2020**, including the response to Covid-19.
- d. **Proposed priorities** for the programme moving forwards.

Context

7. Supporting people to live independently within our communities has been an enduring council priority. It has been acknowledged for some time that a growing older population in Staffordshire may lead to more people needing our support and care. Inspiring our communities to be healthy and independent is, therefore, a key strategic priority.
8. We know, on average, that Staffordshire Cares Contact Centre (the 'front door' to Adult Social Care services) receives 7,300 contacts a month, of which 75 per cent (around 5,450 queries) can be signposted to other support in the community, or require no further action.
9. Analysis shows that most of these issues are related to social isolation, cleaning or house maintenance, food shopping, and transport. Strikingly, all these issues are better supported by the community rather than social care or other public services.
10. Using an asset-based approach to supporting people's independence and wellbeing is widely recognised as essential to support people living independently in their homes for longer.
11. This is not new; many aspects of the supportive communities' model have been in place for some time and evolving for many years, however we needed to scale them up, so they became our standard operating model.

What the Supportive Communities Programme has achieved so far

12. The Supportive Communities Programme embraced the Council's vision and strategy **to encourage community responses; investing in digital to encourage self-help; and supporting our workforce to be strengths based** – all with communities at the heart of the programme. This can be illustrated in figure 1 below.

Figure 1: Supportive Communities Programme



13. The objectives for the programme for 2020 were as follows:

- a. To **achieve a 75% deflection rate** from our Contact Centre to Assessment process (around 5,450 queries signposted to other support in the community, or require no further action)
- b. To **increase the number of citizens and our workforce who utilise our digital offer**
- c. To **increase the number of community assets** that are registered on Staffordshire Connects
- d. To **ensure our workforce has the tools** to support adults and carers to access opportunities & information which will enable them to meet their needs
- e. To **support our communities and citizens** to understand who may need support in their community to meet their own needs with local solutions
- f. To **maintain or reduce** the number of citizens requiring funded packages of care by providing greater levels of community-based support before this stage is reached

14. The programme went live in March 2020 and was immediately pivotal to supporting Staffordshire's response to the Covid-19 pandemic. Working alongside Support Staffordshire (our voluntary sector partner), key local anchor organisations, our nationally recognised 'best practice' libraries and the 'cells' that were created to

manage the Councils' response to the emergency, our Supportive Communities model was proven to be fundamental to the success of our response.

Figure 2 provides examples of some of the support that the Supportive Communities model provided.

Figure 2: Supportive Communities Response to Covid 19



15. In addition, the Supportive Communities Programme also delivered:

a. Digital

- i. Launched a **refreshed web based digital offer** to ensure that older adults and people with additional needs had the knowledge and resources to support themselves at home.
- ii. **Enhanced this offer** through the delivery of targeted Coronavirus Information pages, the HealthApp finder, and the Do It Staffordshire volunteering platform to help communities people stay safe and well as they self-isolated.

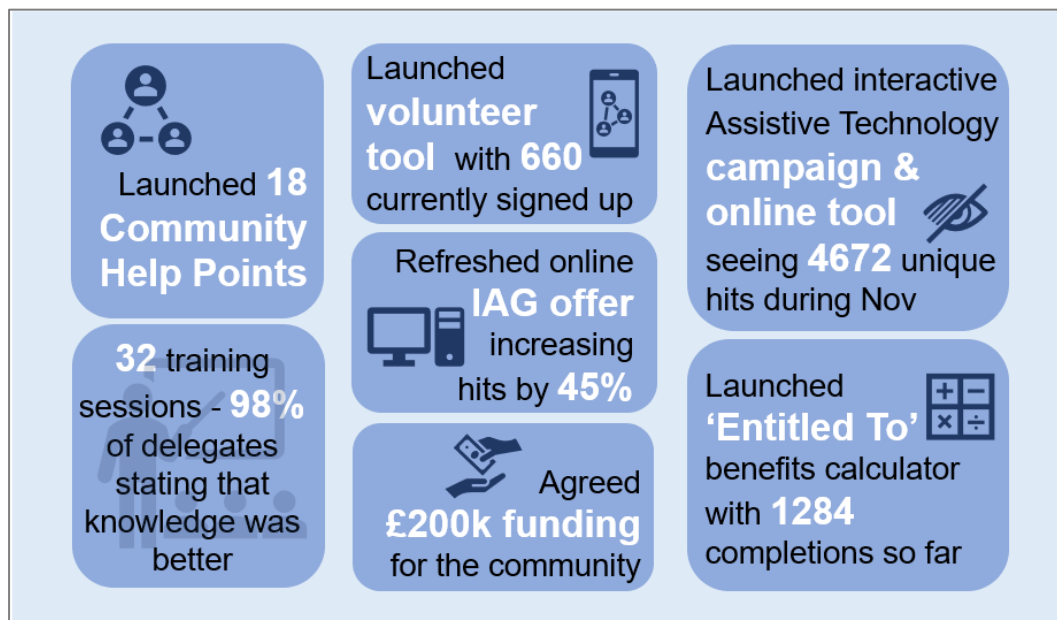
b. Workforce

- i. **Supported operational teams**, including First Contact and area-based practitioner teams, to utilise new and existing digital resources.
- ii. Facilitated, in partnership with Support Staffordshire, **Supportive Communities based training** (up to the end of November supporting 310 delegates) enhancing skills and providing a comprehensive toolkit covering:
 - Signposting and resources;
 - Communication and safeguarding;
 - Assistive technology and digital skills.

c. Communities

- i. Worked closely with partners, including the voluntary sector, to ensure vulnerable citizens (including the clinically extremely vulnerable) had **access to the support they needed** through the lockdown.
- ii. **Supported** 1350 Staffordshire residents to step up to volunteer through the iCare and iCount campaigns.
- iii. Provided our communities with **information, advice and guidance** and **linked them to voluntary and local community resources**.
- iv. **Supported 149 Mutual Aid Groups** to step up during the Covid-19 pandemic to support their communities with varying local offers, through effective relationships with our partners (including local anchor organisations).

Figure 4: Supportive Communities Delivery During 2020



Lessons Learned During 2020

16. As part of the Council's approach to recovery from Covid-19, several 'lessons learned' have been identified that the Supportive Communities Programme will use to shape and steer the next phase of delivery:
- a. There was a community led **proactive local response** across Staffordshire that was delivered quickly and with little cost.
 - b. We saw a **significant increase in social action and volunteering**, both formally and informally, supported by the Council's iCare and iCount campaigns.
 - c. **The VCSE sector has been vital** during the response, and we have seen a significant number of new groups forming at a hyperlocal level. However, the

sustainability of parts of the sector has been affected by the pandemic, and the VCSE will need ongoing support to remain sustainable.

- d. The **use of digital has increased** during Covid-19 across all sectors, with significant parts of the Council's services moving online. However, despite positive work to improve digital inclusion during lockdown, the impact on those still digitally excluded is likely to be worse following Covid-19.

Proposed Priorities 2021/22

17. The Supportive Communities Programme makes up part of the wider strategic Communities Delivery Plan as one of its three core workstreams. Although the programme will have its own plans and governance within Health and Care, delivery will be coordinated through the Communities Leadership Group to ensure alignment of priorities, resources and learning in each locality.
18. Work is ongoing to establish the Supportive Communities Programme as part of the adult social care pathway. This includes embedding the recently launched Community Help Points (using local assets such as libraries and anchor organisations), promoting self-help and digital resources (including Do-It Staffordshire and Staffordshire Connects), and supporting the wider workforce with training and development. The programme will also support on the ongoing focus on building capacity in the VCSE sector.
19. In 2021 we will build on the success and learning during 2020 with a greater emphasis of working collaboratively with local communities. We aim to:
 - a. **Widen our scope** beyond the primary support need of older people to include all adults who contact Staffordshire County Council Adult Social Care.
 - b. **Extend our focus across the adult social care workforce** to encompass all support areas.
 - c. Extend our focus to **embed this approach within our commissioned providers and wider partnerships**.
 - d. Continue to **improve our digital and assistive technology offer** whilst supporting individuals who are digitally excluded in alternative approaches by improving access.
 - e. **Engage and work more collaboratively** with communities, voluntary sector partners with a particular focus on working with Parish Councils.
 - f. Underpin all of this with **strong partnership arrangements, robust data and insight and effective communication and engagement**.

Governance

20. This a key priority for Health and Care, with and led by the Assistant Director for Strategy, Public Health and Prevention. The Programme Board brings together senior colleagues from across the Council and Garry Jones from Support Staffordshire to lead and deliver the programme. This is also a key programme

within the wider communities' principle and is an integral part of the Communities Delivery Plan that was agreed by Cabinet in December 2020.

Legal Implications

21. There are no specific legal implications for the Supportive Communities Programme. Any commissioning work or changes to community assets undertaken as part of the programme will follow the standard legal requirements of our commissioning, procurement, and property management processes.

Financial Implications

22. There are no direct financial implications arising from this report

List of Background Documents / Appendices:

Community Impact Assessment

Contact Details

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Community Impact Assessment Template

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Name of Proposal: Supportive Communities

Project Sponsor (if applicable): Andrew Donaldson

Project Manager (if applicable) or Lead: Tilly Flanagan

Date: 01/2021

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Completing a CIA

- A CIA will help you to identify the potential **impacts, risks and benefits** of your proposed policy, service or project. Doing this at an early stage enables engagement and research to be undertaken to identify actions that will either **lessen the risk** or **maximise the benefits**. The assessment will also help you to identify mitigating factors whereby risks may be balanced out to an extent by the benefits.
- This template should be used to support the development of a proposal during the **planning stage**, therefore supporting the council's approach of [Achieving Commissioning Excellence](#).
- A good CIA will involve input from more than one person. A **Project Team** should be identified with different, but relevant expertise to ensure that a full range of views are considered.
- **Engagement and/or consultation** should take place with appropriate and representative groups of people that are most likely to be affected. This must then be used to help shape the design/outcomes of the project. Please note that due to the publication of CIAs, it is advisable not to record personal details of members of the public, such as names or addresses.
- **Once completed**, the main findings from your CIA should be transferred to the '**Checklist and Executive Summary**' template. Then both documents need to be approved/signed off by the appropriate people. Depending on the size of your project, this could be your manager, project lead, sponsor or SLT.
- For CIAs that are going to **Cabinet**, only the '**Checklist and Executive Summary**' should be submitted as part of the Cabinet Papers. The full CIA document should be submitted as a **Background Paper**.

Completing the CIA template

This table describes what is required when completing the key sections of your assessment.

Which groups will be affected	Benefits	Risks	Mitigations / Recommendations
<p>Which groups of people will be impacted by the proposed policy, service or project? This could be people in a particular area, a street, or a group of people with similar characteristics e.g. older people, young people or people with care needs.</p> <p>Also consider staff, residents and other external stakeholders.</p>	<p>Think about the impact the proposal may have on each of the different category areas, and identify the benefits of each decision.</p>	<p>Think about the impact the proposal may have on each of the different category areas, and identify the risks associated with the proposal.</p>	<p>Set out any recommendations as to how the benefits will be maximised and the risks minimised.</p> <p>Also highlight any trade offs that may occur.</p>
<p>Evidence Base: (Evidence used/ likelihood/ size of impact) How certain are you about the assessment of each potential impact, and what evidence have you used to arrive at the decision? E.g. Data – population trends data, census data, service data. Research – national, regional, local research. Engagement/ Consultation – with partners, the public, the voluntary sector.</p>			

Use the following template to highlight the impacts of your proposal on each of the following categories: The Public Sector Equality Duty (PSED), Health and Care, the Economy, the Environment, and Localities/ Communities.

Community Impact Assessment Template

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"> • All / multiple protected characteristics 	<p>All / multiple protected characteristics</p>	<p>The following applies to multiple / all of the protected characteristics:</p> <p>The further development and coordination of the, Supportive Communities workstream will aim to ensure that residents with protected characteristics can access the right information and a locally tailored, community-led support offer.</p> <p>Promoting social action and building community capacity will encourage and help more residents</p>	<p>The following applies to multiple / all of the protected characteristics:</p> <p>Covid-19 will continue to impact on communities, including physical and mental health.</p> <p>Covid-19 will impact on the delivery of our community offer in terms of social distancing, staff capacity etc. The VCSE sector does not have enough support / capacity to deliver effectively across all parts of our community offer.</p> <p>If the lessons from Covid-19 and the equalities</p>	<p>Ensure people with protected characteristics are considered when delivering the plan. This includes endeavouring to communicate any changes to services / Covid-19 guidance in an accessible way.</p> <p>Ensure the lessons learned from the response to Covid-19 are considered when delivering the plan.</p>

		and VCSE organisations to provide support to their local communities. This includes residents with protected characteristics. Improvements to how we communicate and engage with our communities.	movements seen in 2020 are not taken into account, our community offer may not be appropriate for people with certain protected characteristics	
• Race	People of all races / ethnicities	See first row for identified benefits	In addition to information in the first row of this table, the following has been identified: Black & minority ethnic (BAME) communities may continue to be overrepresented in terms of Covid cases and impacts (as per national data). Conversations regarding equalities movements seen in 2020 have particular relevance for BAME communities.	See first row for mitigations / recommendations.
• Disability	Adults of all ages	The scope of the Supportive Communities programme will be widened to include all adults who contact Staffordshire County Council Adult Social	In addition to information in the first row of this table, the following has been identified: While the Covid-19 pandemic is ongoing, social distancing	In addition to information in the first row of this table, the following has been identified: Consider the impact of Covid19 safety measures on people with disabilities and make adaptations where possible.

		Care including those with disabilities	restrictions impact on our offer for people with disabilities.	Work with colleagues in the Whole Life Disability Team to link in with priorities around supporting independence and wellness.
• Sex	Both sexes	See first row for identified benefits	See first row for identified risks.	See first row for mitigations / recommendations.
• Age	Older adults	In addition to information in the first row of this table, the following has been identified: The Supportive Communities programme is focused on the older age population in Staffordshire to support and reduce pressures on adult social care.	In addition to information in the first row of this table, the following has been identified: While the Covid-19 pandemic continues, older people will continue to be at greater risk. Older people and adults with lower incomes are at greater risk of digital exclusion. Parts of our offer that rely more on online signposting and IAG may be impacted.	In addition to the information in the first row of this table, the following has been identified: Work with the Digital Leadership Group to deliver the Digital Inclusion Action Plan
• Religion or Belief	People of all faith and beliefs	See first row for identified benefits	See first row for identified risks.	See first row for mitigations / recommendations.
• Gender Reassignment		See first row for identified benefits	See first row for identified risks.	See first row for mitigations / recommendations.
• Sexual Orientation	People of all sexual orientations	See first row for identified benefits	See first row for identified risks.	See first row for mitigations / recommendations.
• Pregnancy and Maternity	N/A			
• Marriage and Civil Partnership		See first row for identified benefits	See first row for identified risks.	See first row for mitigations / recommendations.

The duty to have due regard to the need to eliminate discrimination also covers marriage and civil partnerships in relation to employment issues.				
Impact on SCC Staff If the proposal affects SCC staff, consider the workforce profile compared against the protected characteristics pre and post change, the impact of job losses, available support for staff, and HR protocols.	All SCC adult social care workforce	The Supportive Communities programme will support the ASC workforce to deliver a strength-based model. There are workforce learning and development opportunities delivered through the Programme.	See first row for identified risks. Supportive Communities has a reliance on 'others' to deliver change and although we can influence & engage there is a risk that the buy in required is not gained. There is a need for effective engagement and communication to encourage behavioural change across the workforce.	In addition to the information in the first row of this table, the following has been identified: Cross reference this CIA with the SCC 'Impact of Covid-19 on SCC Communities, Economy and Organisation' Cabinet Report and CIA which considers in further detail the impact of Covid-19 on the workforce.
Evidence Base: (Evidence used/ likelihood/ size of impact) NHS Digital, 2020. Increased Covid-19 risk for ethnic minorities, according to academic study supported by NHS digital https://digital.nhs.uk/news-and-events/news/increased-covid-19-risk-for-ethnic-minorities-according-to-academic-study-supported-by-nhs-digital British Medical Association, 2020. The Impact of Covid-19 on mental health in England; Supporting services to go beyond parity of esteem. https://www.bma.org.uk/media/2750/bma-the-impact-of-covid-19-on-mental-health-in-england.pdf Lloyds Bank UK, 2018. UK Consumer Digital Index 2018 – For further information on Digital Exclusion https://www.lloydsbank.com/assets/media/pdfs/banking_with_us/whats-happening/LB-Consumer-Digital-Index-2018-Report.pdf Staffordshire County Council, 2020. Impact of Covid-19 on SCC Communities, Economy and Organisation – October 2020 update and Community Impact Assessment http://moderngov.staffordshire.gov.uk/documents/s140798/Impact%20of%20COVID19%20on%20SCC%20Communities%20Economy%20and%20Organisation%20October%202020%20Update.pdf • Emerging results of Covid-19 Residents Survey (September 2020)				



Health and Care – Use this section to determine how the proposal will impact on resident’s health and wellbeing, and whether the proposal will impact on the demands for, or access to health and care services. Please consider the Care Act 2014 and the Health and Social Care Act 2012.

Category Area (Areas highlighted are suggestions only and there may be other impacts in these categories)	Which groups will be affected	Benefits	Risks	Mitigations / Recommendations
Mental Health and Wellbeing Will the proposal impact on the mental health and wellbeing of residents or services that support those with Mental Health issues?	Older adults Adults with mental health conditions Disabled adult citizens including those with a learning disability	The Supportive Communities programme supports older and disabled people to be as independent, healthy and happy as they can be, by building on their existing strengths and circles of support, making best use of community assets. Signposting and connecting people to mental health and wellbeing support (both self-help and community provided services) is a key part of a locally tailored, community-led support offer. Promoting social action and building community capacity will encourage and help	See first row for identified risks.	See first row for mitigations / recommendations.

		more residents and VCSE organisations to support health and wellbeing, such as befriending and peer-support groups.		
Healthy Lifestyles Will the proposal promote independence and personal responsibility, helping people to make positive choices around physical activity, healthy food and nutrition, smoking, problematic alcohol and substance use, and sexual health?	Older adults Adults with mental health conditions Disabled adult citizens including those with a learning disability	The Supportive Communities programme is underpinned by a strong partnership and key lifestyle messages and ways to access services will continue to be promoted and shared through varying communication channels such as training sessions, social media posts etc	Life expectancy for older age people and those with disabilities and/or mental health conditions could be improved by making better lifestyle choices earlier in life.	We will continue to maintain contract and relationship with the Everyone Health Service and other contracted providers to ensure older people especially are supported to make lifestyles changes.
Accidents and Falls Prevention Does the proposal reduce or increase the risk of: falls in older people, childhood accidents, road accidents, or workplace accidents?	Older adults Disabled adult citizens including those with a learning disability	Throughout the Supportive Communities Programme there is key focus on increasing the awareness and knowledge of assistive technologies that can support both independence and wellness.	See first row for identified risks.	Review the current falls prevention strategy to ensure includes an approach to increasing both service users and the workforce awareness of use and how to access assistive technology products.
Access to Social Care Will the proposal enable people to access appropriate interventions at the right time?	Older adults Adults with mental health conditions Disabled adult citizens including those with a learning disability	The Supportive Communities programme supports older and disabled people to be as independent, healthy and happy as they can be, by building on their existing strengths and circles of support, making best use of community assets including	See first row for identified risks.	As part of a strengths-based approach, we will ensure all social work teams are aware of what community prevention support and programmes are available so members of the public can be signposted appropriately.

		those provided by the VCSE sector.		
<p>Independent Living Will the proposal impact on people’s ability to live independently in their own home, with care and support from family, friends, and the community?</p>	<p>Older adults Adults with mental health conditions</p> <p>Disabled adult citizens including those with a learning disability</p>	<p>The Supportive Communities programme supports older and disabled people to be as independent, healthy and happy as they can be, by building on their existing strengths and circles of support, making best use of community assets including those provided by the VCSE sector</p>	<p>Digital skills have shown to increase during Covid-19 across all sectors, However, despite positive work to improve digital inclusion during lockdown, the impact on those still digitally excluded is likely to be worse following Covid-19.</p>	<p>In addition to the information in the first row of this table, the following has been identified:</p> <p>Work with the Digital Leadership Group to deliver the Digital Inclusion Action Plan</p> <p>We will provide good quality, accessible information on local support options, activities and advice/guidance and make this available to residents through a variety of different ways and formats to meet their needs.</p>
<p>Safeguarding Will the proposal ensure effective safeguarding for the most vulnerable in our communities?</p>	<p>Older adults Adults with mental health conditions</p> <p>Disabled adult citizens including those with a learning disability</p>	<p>There are workforce learning development opportunities and engagement through the Supportive Communities programme. This includes training on safeguarding and how to protect and support those who are most vulnerable in our communities.</p>	<p>See first row for identified risks.</p>	<p>See first row for mitigations / recommendations.</p>

Evidence Base: (Evidence used/ likelihood/ size of impact)

See evidence base above, as well as:

[Health and wellbeing strategy 2018 - 2023 - Staffordshire County Council](#)

[Staffordshire Observatory - Your health in Staffordshire](#)

Economy – Use this section to determine how the proposal will impact on the economy of Staffordshire and the income of residents.

Category Area (Areas highlighted are suggestions only and there may be other impacts in these categories)	Which groups will be affected	Benefits	Risks	Mitigations / Recommendations
Economic Growth Will the proposal promote the county as a “go to” location for business, and make it easy for businesses to start up, innovate and expand?	VCSE	The Supportive Communities Programme will invest in building capacity in the VCSE and help mitigate the economic impact of Covid-19 on the sector.	n/a	Na/
Poverty and Income Will the proposal have an impact on income? Will it reduce the gap between high and low earners?	N/A			
Workplace Health and Environments Will the proposal impact on working conditions and	N/A			

the health of Staffordshire's workforce?				
Access to jobs/ Good quality jobs Will the proposal create the right conditions for increased employment in more and better jobs?	N/A			
Evidence Base: (Evidence used/ likelihood/ size of impact)				
See evidence base above				

Environment – Use this section to identify the impact of the proposal on the physical environment. How does the proposal support the utilisation and maintenance of Staffordshire's built and natural environments, thereby improving health and wellbeing and strengthening community assets?

Category Area (Areas highlighted are suggestions only and there may be other impacts in these categories)	Which groups will be affected	Benefits	Risks	Mitigations / Recommendations
Built Environment/ Land Use Will the proposal impact on the built environment and land use?	N/A			
Rural Environment Will the proposal impact on the rural natural environment or on access to open spaces?	N/A	The Supportive Communities programme is underpinned by a strong partnership and key lifestyle messages and ways to access services including open and green spaces will continue to be promoted and shared through varying	Life expectancy for older age people and those with disabilities and/or mental health conditions could be improved by making better lifestyle choices earlier in life.	We will continue to maintain contract and relationship with the Everyone Health Service and other contracted providers to ensure older people especially are supported to make lifestyles changes.

		communication channels such as training sessions, social media posts etc		
Air, Water and Land Quality Will the proposal affect air quality (e.g., vehicle, industrial or domestic emissions), drinking water quality or land quality (e.g., contamination)?	N/A			
Waste and Recycling Will the proposal affect waste (e.g., disposal) and recycling?	N/A			
Agriculture and Food Production Will the proposal affect the production of healthy, affordable and culturally acceptable food?	N/A			
Transport Will the proposal affect the ability of people/ communities/ business to travel? Will the proposal impact on walking/ cycling opportunities?	N/A			
Noise Will the proposal cause disruptive noise?	N/A			

Evidence Base: (Evidence used/ likelihood/ size of impact)

See evidence base above

Localities / Communities – Use this section to identify the impact of the proposal on communities. How will the proposal strengthen community capacity to create safer and stronger communities? It is important to recognise the different localities and communities your proposal may impact upon, and identify any communities that could be more adversely impacted than others. District Commissioning Leads (DCL's) have a great deal of knowledge about their relevant locality and they must be engaged with as part of your Project Team at an early stage of the process.

Category Area (Areas highlighted are suggestions only and there may be other impacts in these categories)	Which groups will be affected	Benefits	Risks	Mitigations / Recommendations
Community Development/ Capacity Will the proposal affect opportunities to work with communities and strengthen or reduce community capacity?	VCSE groups	VCSE sector is a key partner in delivering the Supportive Communities programme. Our focus is on supporting recovery and sustainability of new and existing voluntary and community sector services in communities, and where possible providing them with the tools and resources to succeed.	The VCSE sector has been vital during the COVID 19 response, However, the sustainability of parts of the sector has been affected by the pandemic, and the VCSE will need ongoing support to remain sustainable.	We will ensure appropriate information, advice and guidance is available to support the voluntary and community sector to aid their recovery and provide access to solutions and tools to support their sustainability. For example, the DO-It volunteering platform provides the sector with access to volunteers and stimulate capacity building within communities. Ensure the lessons learned regarding working with the VCSE

				during lockdown are taken into consideration. Build capacity and provide support for the VCSE sector through the VCSE Strategic Capacity Building Partnership contract, the #DoingOurBit fund, and the Members Fund etc.
Crime/ Community Safety Will the proposal support a joint approach to responding to crime and addressing the causes of crime?	N/A			
Educational Attainment and Training Will the proposal support school improvement and help to provide access to a good education? Will the proposal support the improved supply of skills to employers and the employability of residents?	N/A			
Leisure and Culture Will the proposal encourage people to participate in social and leisure activities that they enjoy?	All age groups	The Supportive Communities programme is underpinned by a strong partnership and key lifestyle messages and ways to access services will continue to be promoted and		Life expectancy for older age people and those with disabilities and/or mental health conditions could be improved by making better lifestyle choices earlier in life

		shared through varying communication channels such as training sessions, social media posts etc		Maintain contract and relationship with the Everyone Health Service to ensure older people especially are supported to make lifestyles changes.
Volunteering Will the proposal impact on opportunities for volunteering?	All age groups	The Supportive Communities programme will work with the voluntary and community sector so they can continue to provide services in response to the COVID 19 pandemic and beyond. Our focus is on supporting recovery and sustainability of new and existing voluntary and community sector services in communities, and where possible providing them with the tools and resources to succeed.	The VCSE sector has been vital during the COVID 19 response, However, the sustainability of parts of the sector has been affected by the pandemic, and the VCSE will need ongoing support to remain sustainable. With the ongoing impact of Covid-19, there is a risk that volunteering levels could fall. Many volunteers come from population groups that are at substantial risk of Covid (older adults)	Ensure good quality, accessible information is available via a range of formats to help people find out about volunteering opportunities and events in their local area, for example via Support Staffordshire and Staffordshire Council of Voluntary Youth Services. This includes encouraging more people to volunteer (both formally and informally), including Staffordshire County Council staff. Ensure the lessons learned regarding working with volunteers are embedded. Develop new approaches to promote volunteering and social action in different groups e.g., younger adults
Best Start Will the proposal impact on parental support (pre or postnatally), which helps to ensure that children are school-ready and have high aspirations, utilising a positive parenting approach?	Children and Families	Work with children and families directorate to align the Supportive Communities programme to the Place Based Approach		

Rural Communities Will the proposal specifically impact on rural communities?	All age groups	The Supportive Communities programme is underpinned by a strong partnership and our work with the voluntary and community sector and with Parish Councils will ensure we will reach those in need in rural communities.		Work with community-based organisations and with district/community services (including those run independently or by volunteers) to develop programmes to reduce rural isolation.
Evidence Base: (Evidence used/ likelihood/ size of impact) See evidence base above				

Now transfer the main findings of this assessment to the ‘**Checklist and Executive Summary**’ template. Then both documents need to be approved/signed off by the appropriate people. For CIAs that are going to **Cabinet**, only the ‘**Checklist and Executive Summary**’ should be submitted as part of the **Cabinet Papers**. The full CIA document should be submitted as a **Background Paper**.

Cabinet – 17 February 2021

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:

Cabinet Member	Decision
Cabinet Member for Health, Care and Wellbeing	In approving that the Council proceeds to consult with clients, carers and staff regarding the refurbishment of an older persons Day Centre in Lichfield to use for provision of services.
Cabinet Member for Health, Care and Wellbeing	Approval to passport the additional monies received from the Ministry of Housing, Communities and Local Government for the Disability Facility Grant to the district/borough councils and to enter into agreements with district/borough councils regarding the transfer of the additional monies.
Deputy Leader and Cabinet Member for Economy and Skills	Approval to the amended Heads of Terms for the purchase of the former Magistrates Court Stafford.
Cabinet Member for Environment, Infrastructure and Climate Change	Approval in principle to the Staffordshire Flood Risk Management Plan measures detailed in Measure Development Tool for 2021-2027.

Report author:

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

List of Background Papers - Cabinet Members Delegated Decision Nos. 517 - 520.

FORWARD PLAN OF KEY DECISIONS

Period: 17 March 2021 - 21 July 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. 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.

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: 17 March 2021 - 21 July 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
March 2021	Public	<p>Capital Programme for Schools 2021/2022 (Jonathan Price) Schedule of school projects to provide additional places through the expansion or construction of new schools to meet the need. The works will be procured via Staffordshire County Council's construction framework agreement.</p>		N/A	Ian Turner (Tel: 01785 277228) Service Area: Strategic Property
March 2021	Public	<p>Highways and Transport Capital Programme 2021/22 (David Williams) Approval of the 2021/22 Highways and Transport Capital (maintenance and improvements) work programme.</p>		N/A	James Bailey (Tel: 01785 27 6591) Service Area: Highways and the Built County
March 2021	Public	<p>Holiday Activities and Food Programme (Department of Education) (Mark Sutton) The Department of Education (DfE) has announced a significant expansion of the National Holiday Activities and Food Programme which Staffordshire County Council will be able to access through a Grant. Cabinet is asked to acknowledge the receipt of the Grant and give consideration to the local delivery of a programme of activity under the National Holiday Activities and</p>		N/A	Natasha Moody (Tel: 07976191079) Service Area: Families and Communities

Anticipated Date of Decision	Public or Private Decision	Title and Description	Background Documents	Consultation	Contact Officer
		Food Programme.			
March 2021	Public	Protect and Prepare Board (Victoria Wilson) To consider the County Council's participation in a Protect and Prepare Board with partner agencies in Staffordshire.		N/A	Janene Cox (Tel: (01785) 278368) Service Area: Community Safety
March 2021	Private	Waste Disposal Arrangements in the North of Staffordshire from 2025 (Julia Jessel, Mark Deaville) 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.		None	Clive Thomson (Tel: 01785 276522) Service Area: Sustainability and Waste Management
March 2021	Private	HWRC Update (Mark Deaville, Julia Jessel) To provide Cabinet with an update on Staffordshire's HWRC provision.		N/A	Clive Thomson (Tel: 01785 276522) Service Area: Sustainability and Waste
April 2021	Public	Integrated Performance Report 2020-21 - Quarter 4 (Mike Sutherland, Alan White) This Quarterly Integrated Performance Report provides an overview of Staffordshire County Council's progress, performance and financial position in delivering against our Strategic Plan.		N/A	Rob Salmon, Andrew Donaldson (Tel: (01785) 27 6354, Tel: 01785 278399) Service Area: Corporate Services
April 2021	Public	Staffordshire Community Learning Annual Self-Assessment Report 2019-20 (Philip		N/A	Anthony Baines (Tel: 01785

Anticipated Date of Decision	Public or Private Decision	Title and Description	Background Documents	Consultation	Contact Officer
		<p>White) The Skills and Employability Service focuses on a range of education and training opportunities to meet the needs of learners, the economy and the wider community. This report is about the Community Learning provision that the Service provided across Staffordshire during the 2019-2020 academic year. Ofsted Inspectors' use self-assessment reports to help to plan for inspections and will grade our capacity to make further improvements. Community Learning was last inspected in February 2017 and judged as a good provider.</p>			895984) Service Area: Skills and Employability
July 2021	Public	<p>Child Exploitation and Missing Children & Young People Service (Mark Sutton) Cabinet is asked to give consideration to the future commissioning and procurement arrangements for a Child Exploitation and Missing Children & Young People Service.</p>		N/A	Natasha Moody (Tel: 07976191079) Service Area: Families and Communities Commissioning Team

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of the Local Government Act 1972

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