

Cabinet

Wednesday 21 April 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
13 April 2021

A G E N D A

1. **Apologies**
2. **Declarations of Interest in accordance with Standing Order 16**
3. **Decision notice of the meeting held on 31 March 2021** (Pages 1 - 2)
4. **Leader's Update**
Oral report of the Leader of the Council
5. **Minutes of the meeting of the Property Sub-Committee held on 7 April 2021** (Pages 3 - 4)
6. **Update from Covid Member Led Local Outbreak Control Board** (Pages 5 - 6)
7. **Staffordshire Means Back to Business**
Oral Update by Deputy Leader and Cabinet Member for Economy and Skills
8. **Integration and Innovation: Working Together to Improve Health and Social Care for All** (Pages 7 - 12)
Cabinet Member for Health, Care and Wellbeing
9. **Framework Agreement for the Repair and Treatment of Flat Roofs and Associated Works** (Pages 13 - 20)
Cabinet Member for Commercial Matters
10. **Integrated Performance Report 2020-21 - Quarter 4** (Pages 21 - 58)
Leader of the Council and Cabinet Member for Finance

11. **Forward Plan of Key Decisions**

(Pages 59 - 64)

12. **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)

13. **Grant Award Expenditure - Green Homes Grant, Local Authority Delivery Scheme (GHG-LADS: Phase 2)**
(Exemption paragraph 3)

(Pages 65 - 76)

Cabinet Member for Health, Care and Wellbeing and Cabinet Member for Environment, Infrastructure and Climate Change

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

Filming of Meetings

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

Recording by Press and Public

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

DECISION NOTICE

Cabinet Meeting - 31 March 2021

Present: Mark Deaville, 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

Apologies for absence: Julia Jessel

PART ONE

110. Decision notice of the meeting held on 17 March 2021

Decision – That the notes of the meeting held on 17 March 2021 be approved.

111. 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

112. Rugeley All Through School
(Exemption paragraph 3)

Reasons for the Decision – To consider proposals for an additional 5Forms of Entry (FE) of secondary provision and an additional 2FE of Primary Provision in Rugeley.

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

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

Alan White
Leader of the Council

Minutes of the Property Sub-Committee Meeting held on 7 April 2021

Present: Alan White (Chairman)

Mark Deaville
Julia Jessel

Jonathan Price
Philip White (Vice-Chairman)

PART ONE

339. Declarations of Interest

Cllr Jessel declared a personal interest as a Trustee on the Board of the John Taylor Multi-Academy Trust.

340. Minutes of the Meeting held on 3 March 2021

RESOLVED – That the minutes of the meeting held on 3 March 2021 be confirmed and signed by the Chairman.

341. Fradley Park and Nursery - Proposed Transfer and Lease

The Sub-Committee considered a report proposing the transfer of the Site from Fradley Park Developments Limited to Staffordshire County Council in accordance with the terms of the s106 Agreement and a Lease for the site for a 125 year period at a peppercorn rental in line with the expectations of the Department for Education following construction of the school.

RESOLVED – That approval be given to transfer the site from Fradley Park Developments Limited to Staffordshire County Council and the granting of a 125 year lease of the site, at a peppercorn rental to the John Taylor MAT.

342. St Stephens Primary School, Lichfield - Proposed Transfer

The Sub-Committee considered a report proposing the transfer of the Site from BDW Trading Limited to Staffordshire County Council in accordance with the terms of the s106 Agreement following the preparation of the site for outdoor education purposes.

RESOLVED – That approval be given to transfer the Site from BDW Trading Limited to Staffordshire County Council in accordance with the terms of the s106 Agreement.

343. 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.

344. Former Youth Centre, Cornmill Road, Tutbury - Proposed grant of Lease (Exemption paragraph 3)

Details were submitted for the grant of a new, longer term lease to Tutbury Old Schools Community Association Limited for a period of 25 years.

RESOLVED – That, subject to the terms indicated in the report, approval be given for the property known as former Youth Centre, Commill Lane, Tutbury, Burton on Trent be leased for a period of 25 years to Tutbury Old School Community Association Limited, the final terms be delegated to the Assistant Director for Commercial and Assets.

345. Burntwood Rugby Club, The Sportsway WS7 3PH - Proposed Lease (Exemption paragraph 3)

Revision of proposals agreed by Property Sub-Committee on 3 March 2021.

Details were submitted for the proposed lease renewal and payment of arrears at Burntwood Rugby Club

RESOLVED – That, subject to the terms indicated in the report, approval be given to grant a new lease to Burntwood Rugby Club for a period of 25 years. Rent arrears were to be recovered by a repayment plan.

346. Shenstone Library, Main Street WS14 0LZ - Proposed Lease (Exemption paragraph 3)

The Sub-Committee considered proposal for the surrender of the existing 5 year lease and the grant of a new 10 year lease to Shenstone Community Library Association.

RESOLVED – That, subject to the terms indicated in the report, approval be given for the surrender of the existing lease agreement and a new 10 year lease be granted to Shenstone Community Library Association; the final terms be delegated to the Assistant Director for Commercial and Assets.

347. Holding No.41 Yarlet Hall Farm, Yarlet, Stafford ST18 9SD - Proposed letting as a Progression Holding (Exemption paragraph 3)

Details were submitted of the terms for the proposed letting of Holding No. 41 Yarlet Hall Farm, Yarlett, Stafford ST18 9SD comprising of 67.14 acres.

RESOLVED –That approval be given to the letting of Holding No. 41 Yarlet Hall Farm, Yarlett, Stafford ST18 9SD comprising of 67.14 acres, on the Terms indicated in the report.

Chairman

Local Members Interest
N/A

Cabinet - Wednesday 21 April 2021

Update from Covid Member Led Local Outbreak Control Board

Introduction

1. The number of cases of Covid in Staffordshire and across England has fallen, and the pressure on the NHS has largely abated. We have now taken the first two steps on HM Government's Roadmap from lockdown with schools returning, people allowed to meet outdoors in groups of up to six, shops opening, and outdoor hospitality resuming.
2. It is great to have some of our freedoms back. The important thing now is to keep them by keeping the virus under control. That means following the rules, maintaining good hygiene, wearing face coverings where required, keeping our distance from one another, getting tested twice a week, and isolating if we have symptoms. Residents and businesses have made an extraordinary effort over the last year and still have a vital role to play in keeping infections low and getting all of the restrictions lifted.

Covid vaccination

3. The Covid vaccination programme continues to make good progress and the vaccine is proving effective at limiting the number of cases and complications. The NHS has now vaccinated over 500,000 people in Staffordshire with a first dose, and 100,000 with a second dose. The vaccination programme is proceeding according to the priority order defined by the Joint Committee for Vaccination and Immunisation and has now reached people in their 40s.
4. There has been some concern about very rare side effects associated with the first dose of the Oxford-AstraZeneca vaccine. For the vast majority of people the benefit of vaccination far outweighs any risk. People under 30 may wish to choose one of the other vaccines. Getting the whole population vaccinated is crucial to protect vulnerable people, maintain the freedoms we have won and get the rest of the restrictions lifted.

Planning for 2021/22

5. The Council is planning to maintain Covid defences for at least the next financial year. This includes testing, contact tracing and isolation of cases and close contacts, as well as managing outbreaks and supporting the most vulnerable. These arrangements are set out in our updated Covid Local Outbreak Management Plan.

List of Background Documents/Appendices:

[Staffordshire Covid Local Outbreak Management Plan](#)

Contact Details

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Local Members Interest
N/A

Cabinet – Wednesday 21 April 2021

Integration and Innovation: Working Together to Improve Health and Social Care for All

HM Government White Paper and Implications for Staffordshire County Council

Recommendations of the Cabinet Member for Health, Care and Wellbeing

I recommend that Cabinet:

- a. Note the legislative proposals set out in the White Paper and the attendant opportunities and risks.
- b. Begin preparing to implement the proposals in anticipation that they will become law.
- c. Seek opportunities to influence the development of the enhanced assurance framework.

Report Summary:

HM Government on 11 February 2021 published a White Paper *Integration and innovation: working together to improve health and social care for all*. This sets out legislative proposals for a Health and Care Bill, expected later in the year.

The proposals include changes to NHS governance, arrangements for collaboration between the NHS and local authorities, and oversight of local authority adult social care functions.

This report summarises key aspects of these proposals, and the opportunities and risks they present to the Council.

Report of the Director of Health and Care

Reasons for Recommendations:

1. HM Government on 11 February 2021 published a White Paper *Integration and innovation: working together to improve health and social care for all*. This sets out legislative proposals for a Health and Care Bill, expected later in the year. The proposals seek to build on the collaboration between health and social care during the Covid pandemic and aim to:
 - a. Increase integration within the NHS and between the NHS and local authorities.
 - b. Remove much of the transactional bureaucracy within the NHS that has arisen from the 'commissioner-provider' approach over the last eight years.
 - c. Ensure that the NHS is accountable to Ministers and develop enhanced assurance for adult social care.

2. The proposals are set out in four themes:
 - a. Working together and supporting integration.
 - b. Reducing bureaucracy.
 - c. Enhancing public confidence and accountability.
 - d. Additional proposals.

Working together and supporting integration

3. The White Paper proposes legislation requiring every part of England to be covered by a statutory integrated care system (ICS) serving a population of roughly one million people. The ICS would include:
 - a. **An ICS NHS Body.** These would replace Clinical Commissioning Groups and take on some of the functions currently carried out by NHS England. They would receive a financial allocation from NHS England based on the health care needs of their populations and would have a duty to ensure financial balance. Their responsibilities would be similar to the former Primary Care Trusts, albeit for a larger population, including to:
 - i. Develop a plan to meet the health care needs of their population.
 - ii. Develop a capital plan for the NHS providers within their geography.
 - iii. Secure the provision of health services to meet the needs of the population.

ICS NHS bodies would not have the power to direct NHS Trusts, who would remain autonomous legal entities. They would have a Board with a Chair, Chief Executive Officer, representatives from NHS trusts, general practice, and local authorities, including a more clearly defined role for adult social care.
 - b. **An ICS Health and Care Partnership,** bringing together the NHS, local authorities and other partners. The proposed legal basis for these entities is not yet clear. Their role would be to promote partnership arrangements, and develop a plan to address the health care, social care and public health needs of the population. Each ICS NHS Body and local authority would have to give regard to this plan, however the ICS Health and Care Partnership would not be able to impose binding arrangements on any organisation.
4. ICSs would be underpinned by a duty to collaborate on the NHS and local authorities, as well as a 'triple aim' for ICS NHS bodies and NHS Trusts requiring them to pursue the three aims of: better health and wellbeing for everyone; better quality of health services for all individuals; and sustainable use of NHS resources. The NHS would also be given flexibilities to establish joint committees and make joint appointments between ICS NHS bodies, NHS Trusts and local authorities, as well as to allow joint commissioning between ICS NHS bodies, between ICS NHS bodies and NHS England, and between ICS NHS bodies and local authorities. Health and Wellbeing Boards would remain in place with responsibilities to produce a Joint Strategic Needs Assessment and Joint Health and Wellbeing Strategy, to which both ICS NHS Bodies and local authorities would continue to give regard.

5. In the interim to these proposals becoming law, the NHS locally has an ICS development plan. This includes:
 - a. Merger of the Clinical Commissioning Groups (CCGs) to establish a single CCG for Staffordshire and Stoke on Trent, which will be referred to as an NHS 'Strategic Commissioner'.
 - b. Development of three Integrated Care Partnerships, which are collaborations of the NHS Trusts serving the North, South East and South West of Staffordshire and Stoke on Trent.
 - c. Development of 23 Primary Care Networks.
6. The development of ICS offers an opportunity for even greater collaboration between the Council and the NHS to continue to integrate and improve NHS and adult social care services. There are some risks - principally:
 - a. That these new arrangements confuse accountability and authority: the Council would retain the statutory accountability and authority for public health and adult social care. We have had assurances from the local NHS that this is understood and will need to ensure that this is clear to the public.
 - b. That the new arrangements lead to a proliferation of governance. The Council will focus on working with the NHS on service improvement programmes that add tangible value to the lives of residents.

Reducing Bureaucracy

7. The White Paper includes proposals to remove the NHS from the oversight of the Competition and Markets Authority and make procurement of health services optional rather than mandated. ICS NHS bodies and NHS Trusts would be able to use the Tariff flexibly in making payments for NHS services. The Secretary of State would be given the power to create new NHS Trusts, as well as the power to make payments directly to social care providers.

Enhancing public confidence and accountability

8. The White Paper includes proposals to merge NHS England, Monitor and the NHS Trust Development Authority (the latter two currently operating as NHS Improvement) to form a single organisation called NHS England. The Secretary of State would continue to set a mandate for NHS England, with the flexibility for this to be over more than one year. The Secretary of State would also be given a new power of direction and intervention in NHS England, and in addition the power to intervene in local reconfiguration decisions.
9. There are also proposals for an enhanced assurance framework to provide a greater level of oversight of adult social care. This would include data collection to improve information about the functioning of the sector, as well as a new duty for the Care Quality Commission (CQC) to assess local authorities' delivery of their adult social care duties. Linked to this new duty would be a new power for the Secretary of State to intervene where it is considered that a local authority is failing to meet their duties. Any intervention by the Secretary of State would be

proportionate to the issues identified and taken as a final step in exceptional circumstances when help and support options have been exhausted.

10. The enhanced assurance framework is a potential opportunity for the Council if done well. More comprehensive and accurate data to allow benchmarking with other local authorities could contribute to improvement of our own services. An independent external view from the CQC could build on the West Midlands ADASS peer challenge and provide us with a source of insight and recommendations for improvement. The CQC would need to ensure a consensual and facilitative approach based on recognising strengths and highlighting opportunities for improvement, rather than a more traditional inspection focused on making a judgement. Cabinet is recommended to seek to influence the development of the enhanced assurance framework to ensure that it is valid and proportionate.

Additional Proposals

11. The White Paper includes proposals for a legal framework for a 'Discharge to Assess' model of hospital discharge whereby NHS Continuing Health Care (CHC) and NHS Funded Nursing Care (FNC) assessments, and Care Act assessments, can take place after an individual has been discharged from acute care. This would replace the existing legal requirement for all assessments to take place prior to discharge. Staffordshire already has a 'Discharge to Assess' model in place and putting this onto a proper legal framework is an opportunity to be welcomed.
12. There are also proposals to reconfirm the legal basis of the Better Care Fund, and change the legal functioning of the Better Care Fund. This is described as a '*technical change*', that '*will not have any impact on the function, purpose or policy intention for the fund*'. The Council receives £23m income annually from the NHS through the Better Care Fund to fund adult social care services in support of the NHS. We will need to analyse the Bill carefully to ensure that these changes do not present a risk to this income.
13. There are also proposals to amend professional regulation and to amend the Coroners and Justice Act 2009 to allow for NHS organisations to appoint Medical Examiners who would scrutinise those deaths not subject to a coroner's to help understand the cause of death, increase transparency for the bereaved and enhance the accuracy of mortality statistics.
14. In addition there are proposals on public health. The Secretary of State would be given a new power to require NHS England to discharge retain public health functions. Responsibility for initiating proposals for new schemes for fluoridation of water in England would move from local authorities to HM government. The Food Safety Act 1990 would be amended to give allow ministers to introduce new strengthened labelling requirements that best meet the needs of the consumer to make more informed, healthier choices. These are generally to be welcomed as they should help to address some of the underlying causes of ill health including obesity.
15. Finally the White Paper signals future proposals including:

- a. For the sustainable funding of adult social care.
- b. For the future design of the public health system, including the creation of the National Institute for Health Protection (NIHP).
- c. To bring the Mental Health Act up to date, as set out in a previous White Paper.

Legal Implications

16. As and when the proposals set out in the White Paper become law they would have the following legal implications relevant to the Council:
 - a. A duty to collaborate with the NHS.
 - b. Involvement on the Board of the ICS NHS body.
 - c. Involvement in an ICS Health and Care Partnership.
 - d. That the Council would have to give regard to the plan to address the health, social care and public health needs of the population produced by the ICS Health and Care Partnership.
 - e. That the Council would be subject to the new enhanced assurance framework for adults social care.
17. Cabinet is recommended to begin preparing to implement the proposals in anticipation that they will become law.

Resource and Value for Money Implications

18. The White Paper promises future proposals on sustainable funding of adult social care. More immediately the proposals include changing the legal functioning of the Better Care Fund, and the Council will need to analyse the Bill carefully to ensure that these changes do not present a risk to the £23m income received annually from the NHS.

List of Background Documents/Appendices:

Integration and innovation: working together to improve health and social care for all. HM Government. 11 February 2021. [Integration and innovation: working together to improve health and social care for all \(HTML version\) - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/91424/integration-and-innovation-working-together-to-improve-health-and-social-care-for-all-html-version.pdf)

Contact Details

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Local Members Interest
N/A

Cabinet – Wednesday 21 April 2021

Framework Agreement for the Repair and Treatment of Flat Roofs and Associated Works

Recommendations of the Cabinet Member for Commercial Matters

I recommend that Cabinet:

- a. Agree that Staffordshire County Council (the “Council”) concludes its regulated procurement in line with the Public Contract Regulations 2015 for the Framework Agreement for the Repair and Treatment of Flat Roofs and Associated Works;
- b. Agree, following the procurement process, the successful suppliers be appointed to the framework agreement for the period 1st December 2021 to 30th November 2024 and that dependent on the quality of their delivery, that the 12-month service extension be implemented to a final contract end date of 30th November 2025; and
- c. Agree that the Director of Corporate Services be given delegated authority to:
 - i. approve the initial awards of the successful providers to the Framework Agreement, and approve entering into the Framework Agreement with successful providers;
 - ii. approve all subsequent awards of call-off contracts under this Framework Agreement and approve entering into the call-off contracts; and
 - iii. (if applicable) approve the 1-year extension to the Framework Agreement in its 4th year.

Report Summary:

The objective of the report is to establish approval for procurement direction and to secure cabinet agreement that John Tradewell (Director of Corporate Services) act as the Delegated Authority to approve the award to and subsequent award of any call-off contracts under the Agreement for the Repair and Treatment of Flat Roofs and Associated Works (the “Framework Agreement”). The Framework Agreement will be for a period of 4 years starting 1st December 2021 to 30th November 2024 with the option to extend by 1 x 12-month period

Report of the Director of Corporate Services

Reasons for Recommendations:

1. The current Flat Roofing Framework Agreement (IA1037) expires on 30th November 2021. The estimated annual value for the framework agreement is £400,000 per annum for the Council.

2. Based on building condition information held by the Council's Property team there is approximately £7,200,000 worth of roofs with a life expectancy of 4 years or less (so may need replacing during the term of the new framework) split across both schools and corporate, therefore the advertised annual spend will increase to incorporate this.
3. The total procurement will be qualified for up to £10 million to consider flexibility in the Council's spend and to accommodate the potential additional spend of public sector partners
4. The Framework Agreement is to provide the Council with an agreed schedule of rates for the renewal and repair of flat roofs on Council owned buildings throughout the whole county of Staffordshire. This includes Council offices, some schools and some Academy school buildings.
5. It is envisaged that 2 providers will be appointed to the Framework Agreement.
6. There are no equivalent agreements procured by any other independent 3rd party central purchasing bodies or contracting authority/council which uniquely hold the local providers. The option to publicly tender this not only serves as an opportunity for local providers to tender but also serves as a benchmark on value for money.
7. Without recourse to a Framework Agreement, Council Officers would be required to invest more resource into spot tendering / quoting for individual work packages which would require a plethora of separately tendered projects per annum conforming to the Council's own Procurement Regulations

Legal Implications

8. The potential value of spend for the works lends the procurement process to strictly follow the Public Contracts Regulations 2015 (the "Regulations"). The implications of any process failing to follow these Regulations could lead to serious legal challenges to the Council with the probable halt by a court on any contract award. A Framework Agreement has been developed in conjunction with Legal Services to allow for the relevant works to be called off as and when required. The call-offs will be managed by Entrust Support Services Limited ("Entrust") and a call-off process is detailed within the Framework Agreement. We are not aware of any other legal implications at the time of writing this report.

Resource and Value for Money Implications

9. The Framework Agreement will be commissioned by the Council, led by a Strategic Property lead, and procured by the Council's Commercial Team. The ongoing technical day-to-day contract management is delivered in conjunction and managed by Entrust. There are no resource implications known at the time of writing this report. The failure to conduct a competitive tender process will inevitably lead to a disaggregation of spend with each project being contracted separately when it arises leading to increase in prices, inefficiencies in the contracting process and a sharp increase in procurement and commissioning effort and therefore this is considered the best way to achieve best value.

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: Framework Agreement for the Repair and Treatment of Flat Roofs and Associated Works

Project Sponsor: Ian Turner, Head of Commercial and Assets

Project Manager: Laura Kendall, Procurement Manager, Commercial Team

Date: 21/04/21

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.	Yes	
It is clear what the decision is or what decision is being requested.	Yes	
For decisions going to Cabinet, the CIA findings are reflected in the Cabinet Report and potential impacts are clearly identified and mitigated for (where possible).	Yes	n/a Impacts
The aims, objectives and outcomes of the policy, service or project have been clearly identified.	Yes	
The groups who will be affected by the policy, service or project have been clearly identified.	Yes	
The communities that are likely to be more adversely impacted than others have been clearly identified.	Yes	
Engagement / consultation has been undertaken and is representative of the residents most likely to be affected.	n/a	
A range of people with the appropriate knowledge and expertise have contributed to the CIA.	Yes	
Appropriate evidence has been provided and used to inform the development and design of the policy, service or project. This includes data, research, engagement/consultation, case studies and local knowledge.	Yes	
The CIA evidences how the Council has considered its statutory duties under the Equality Act 2010 and how it has considered the impacts of any change on people with protected characteristics.	Yes	

The next steps to deliver the project have been identified.

Yes

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

	Which groups will be affected?	Benefits	Risks	Mitigations / Recommendations
PSED – 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>	N/A			
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?	N/A			
Economy – How will the proposal impact on the economy of Staffordshire or impact on the income of Staffordshire's residents?	N/A			
Environment – How will the proposal impact on the physical environment of Staffordshire?	N/A			

Localities / Communities –
How will the proposal impact on
Staffordshire's communities?

N/A

Cabinet – Wednesday 21 April 2021

Integrated Performance Report - Quarter 4, 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 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.

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 undertaking some planning and delivery activity for the future. This report provides an update on Quarter 4 key activities for each directorate area.

3. Summary



4. At the end of Quarter 4, the overall assessment on the council's performance and financial position is amber. There continue to be areas of risk in Adult Social Care and Families and Communities. Further details are included within this report and its appendices. The latest revenue forecast outturn shows a forecast saving of £1.770m (0.3%), compared to the overspend of £0.587 (0.1%) at Quarter 3.

5. Health and Care

6. Significant work has continued across Health and Care, both leading the council's response to COVID-19 and exiting lockdown plans, as well as the recovery of key adult social care services.



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

- Ongoing management of COVID-19 incidents and outbreaks in settings.
- Roll out of asymptomatic testing model and support to NHS vaccination programme.
- Ongoing support to care providers in vaccinating eligible frontline care workers.
- Continuing to undertake local contact tracing for all positive cases to reduce further transmission.

8. Staffordshire has now been approved as part of the Community Collect Home Testing Scheme which means that residents can collect home testing kits from its Community Testing Centres as well as the national sites. An overview of testing in the county is available [here](#).
9. During Quarter 4, COVID-19 cases in Staffordshire have been falling, following the national and regional trends. In the seven days to 28th March, 444 cases of COVID-19 were confirmed in Staffordshire, a rate of 50.5 per 100,000 population. This is lower than both the regional rate (59.7) and the national rate (53.1). Residents can keep up to date with the latest case figures in Staffordshire, including a district breakdown by clicking [here](#).
10. The council's COVID-19 Local Outbreak Management Plan has been updated to reflect latest developments for test and isolate, outbreak management, vaccination, and the 'roadmap' out of lockdown. The first step of phase one began with pupils returning to school on 8th March. Further detail about how the government intends to gradually lift restrictions can be found [here](#).
11. Work has been underway in the adults' safeguarding service to reduce safeguarding waiting list numbers; in response to this priority work numbers have fallen to 332 as at the beginning of March, from 627 in November. Further safeguarding activity continues with the aim of clearing the waiting list back to manageable levels by end of April 2021.
12. Following the national trend, demand into all adult social work continues to increase in Staffordshire. Work is currently underway to understand this demand in more depth to help ensure service users continue to receive timely and effective adult social care services.
13. The Supportive Communities Programme continues to support individuals to remain independent for longer. A report to Cabinet in February acknowledged that while the last 12 months has seen an increase in people volunteering their time, some established charities, voluntary groups, and social enterprises have been adversely affected by the pandemic. In 2021/22 the council plans to work more closely with communities, voluntary sector groups and, particularly, parish councils as Staffordshire recovers from the pandemic. Working with partners, the programme will continue to focus on developing support for older people, as well as adults with learning disabilities and wellbeing issues, including connecting people to a wide range of community assets available.
14. Work also continues to refresh the council's Public Health & Prevention Strategy, with a focus on mitigating the ongoing public health risks from COVID-19. Recent delivery includes a second Stoptober stop smoking campaign which ran throughout January. The first ran throughout September and October 2020. These campaigns resulted in 67 direct referrals to the service.
15. Families from across Staffordshire have benefited from a campaign offering hints on keeping themselves healthy and happy during the winter months. The council's 'Do It to Feel Good' campaign went live on 30th November, running until 28th

February, reminding people of the importance of looking after their physical and mental health and wellbeing. In total, the campaign achieved 6,582 clicks through to a range of health and wellbeing webpages with 2,608 clicks going directly to the 'Do It to Feel Good' pages.

16. As part of the council's response to minimising the impact of COVID-19, in January the council launched an 'Emergency Assistance Grant for Food and Essential supplies', which is a short-term intervention aimed at supporting residents who are struggling financially to fund heating their homes during the winter months. The programme is delivered via the Staffordshire Warmer Homes programme and could also provide further opportunities for longer term support for those in need. By the end of March, 85% of grants had been allocated during the first 10 weeks of the programme; with nearly two-thirds of funding being allocated to families with dependent children under the age of 18.
17. From a Finance perspective, the Health and Care forecast outturn at Quarter 4 is a saving of £4.199m. There are 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 £32.010m. 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 recovery plans, transformation and wider service delivery continue to take place across the Families and Communities area.
20. With the news that schools would reopen on the 8th March to all pupils, the Health and Safety at Work Service and Local Outbreak control team supported the settings to be ready for this. This included revised guidance and support to revise their risk assessments, as well as support with the implementation of lateral flow testing. Management arrangements in relation to vaccinations were also developed and launched. Staff in education settings supporting children who are Clinically Extremely Vulnerable were identified and were offered vaccination by the government deadline of 15th February.
21. 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. The next phase of the programme will focus on Early Years and teachers' wellbeing in response to feedback from the schools who accessed the first sessions.
22. At the end of February 2021, the number of children in care in Staffordshire has decreased slightly to 1,245, from 1,269 in December 2020. This remains in line with the children & families revised business case forecast. The current rate is 73 per 10,000; higher than the national benchmark (67 per 10,000 in 2020) but lower than regional (86 per 10,000 at end of December 2020). Furthermore, for the rolling

12 months the number of children coming into care is 20% lower compared to the previous 12 months.

23. The number of children subject of a Child Protection Plan is 656 (19th February) and has remained relatively stable in the previous 12 months, with a current rate of 38 per 10,000. This is below the most recent national benchmark (43 per 10,000 at the end of December 2020) and lower than the regional rate (46 per 10,000 at the end of December 2020).
24. Over the last quarter, the Social Workers in Schools comprehensive 'virtual' offer has continued to support children and families within schools, with the aim of reducing the number of referrals for specialist help. Funding has now been extended to March 2022.
25. Ministry of Housing, Communities and Local Government (MHCLG) have confirmed ongoing funding for the Troubled Families Programme for 2021/22. Staffordshire has been allocated £1.8 million for the Building Resilient Families & Communities (BRFC) programme and will retain its 'Earned Autonomy' status (funding is up-front, rather than Payment by Results). In the current year, Staffordshire's programme has achieved successful outcomes for 1,203 families, exceeding its annual target of 784.
26. Family Hubs continue to play a critical role during the pandemic. They currently administer the Defra Emergency Food Scheme, which has meant 25,000 children have had access to a £15 voucher per week during the Easter Holidays. In addition, the council has received £2.2 million from the Department of Education to deliver a Holiday Activities and Food (HAF) Programme at Easter, Summer and Christmas, supporting children and their families to stay safe, happy, and healthy. The council is currently in the process of establishing a steering group to drive this forward with partners.
27. As part of the COVID-19 response, the local authority and partners experienced a surge in the number of donations received, such as masks, PPE, food and clothes. The Staffordshire Resilience Forum (SRF) agreed to develop an approach across the partnership to ensure the receipt of safe and sustainable donations, which supports families in a crisis and in delivering the authority's community agenda.
28. The council and Staffordshire's Clinical Commissioning Groups are working with others to improve the way children with special education needs and disabilities (SEND) are supported. Recently they approved and published Staffordshire's five-year Special Educational Needs and Disability (SEND) strategy following extensive engagement with parents, as well as professionals, the NHS and school representatives. Practical commitments include educating more children closer to home, providing more support for teaching in mainstream classrooms and funding the appointment of extra staff to process Education Health and Care Plan (EHCP) assessments more quickly. As well as making the right support available for children, other priorities to emerge from the consultation included improving the timeliness of communication with families and improved access to out-of-school activities for children with SEND.

29. Over the last 12 months the Trading Standards team have dealt with over 1,400 COVID-19 related complaints, which included unsafe PPE and the removal of over 400,000 uncompliant face masks from the market. Whilst not safe or compliant to be used as surgical masks or face masks, many of the products were able to be regraded to be marketed as face coverings. COVID-19 related complaints accounted for over 12% of the total complaints received, with 37% of these relating to business closures and a further 27% related to social distancing.
30. The Stage 2 bid for the Staffordshire History Centre project was submitted on 1st March with the outcome expected in June. The bid is for £3.9m from the National Lottery Heritage Fund towards the £7m project to create the Staffordshire History Centre. If successful, the project brings three significant collections of Staffordshire and Stoke on Trent Archive Service, County Museum and William Salt Library together at the site on Eastgate Street, Stafford.
31. Staffordshire's Community Managed Libraries have 5-year contract and lease agreements with the council which can be renewed for a further 5 years. On 19 February 2020, Cabinet agreed a further support package for the community managed library model which will enable the sustainability of the Community Managed Libraries and support their work within communities.
32. Staffordshire Libraries has also been awarded £7,500 Department for Digital, Culture, Media, and Sport (DCMS) funding to extend the Reading Friends initiative which was piloted during lockdown. The evaluation of the Staffordshire pilot concluded that the project had helped those involved to feel more connected to others and inspired them to read more. The additional funding will enable the Library Service to offer Telephone Reading Friends to Staffordshire Women's Aid and also parents across the county who are home educating, with the aim of reducing social isolation and loneliness and a love of reading to support well-being.
33. In terms of the financial position at Quarter 4, for Families & Communities there is a forecast saving of £0.510m, compared to the forecast saving of £62,000 in Quarter 3. This is largely due to staffing vacancies and additional grant incomes. The forecast financial impact of COVID-19 for the directorate is £5.961m, which includes additional exceptional costs and lost income.

34. **Economy, Infrastructure and Skills**

35. 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.
36. The latest support programme delivered by the council as part of this strategy is a £2m loan fund to back small businesses through pandemic recovery, launching in April. The three-year Staffordshire and Stoke-on-Trent Business Loan Fund will provide loans from £10,000 to £50,000 to companies across a range of sectors. The council will work with Stoke-on-Trent City Council and not-for-profit organisation BCRS Business Loans, which will administer the programme for both councils.



37. 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, in partnership with the Stoke-on-Trent and Staffordshire Local Enterprise Partnership (SSLEP), delivered a successful virtual jobs fair in January;
- In addition, the countywide redundancy task group has supported 1,400 individuals, with 26% moving into a positive outcome;
- 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. As at the beginning of March, 5 applications had been approved, totalling £23,000;
- Kickstart scheme to support young people's employment prospects is now up and running with 539 placements created in the SSLEP area.

38. Staffordshire businesses and employees can get a further boost through the £5m [Staffordshire Means Back to Business Support Scheme](#) which launched in March. With all Districts working together and contributing the aim is to:

- Pool resources and add additional money to the Additional Restrictions Grant to support businesses through the pandemic;
- Offer three new sources of support to help new businesses to get off the ground, support young people into employment and the costs of upskilling and training new employees.

39. As part of this scheme the council's Ignite Programme launched in January and is a new programme of free advice, workshops, mentoring and support for post-16 further education students looking to set up their own business in Staffordshire.

40. This support continues to be critical, with the latest out-of-work claimant figures showing a further increase to 4.8% of the working age population in February 2021, totalling 25,650 claimants. Whilst Staffordshire has been experiencing a rise in claimant numbers due to COVID-19, the county's position going into the pandemic has meant claimant rates remain lower than both regional (7.4%) and national (6.6%) averages. The proportion of young claimants, aged 18-24, has increased from 3.7% in March 2020 to 7.6% in February 2021, 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 becoming long-term unemployed.

41. There have been several major job creation announcements in recent months, including fashion retailer ASOS committing to a new £90m fulfilment centre at Fradley near Lichfield which is set to create 2,000 jobs and be open in early 2022. Pets at Home are developing a new national headquarters at Redhill near Stafford, also due to open in early 2022 and forecast to employ 800 people. JCB has announced that it will be looking to take on around 400 agency staff to cope with an anticipated surge in production.

42. Work has continued safely at pace on the i54 South Staffordshire Western 60-acre extension through the partnership with the council, City of Wolverhampton Council and South Staffordshire Council. The current i54 employment or business park has a workforce of circa 2,500 people, with half of the jobs held by people living within a ten-mile radius.
43. Work has taken place during Quarter 4 to prepare for the full re-opening of schools to all pupils on 8th March. The council's Active Travel team has supported the safe restart of home to school transport, including roll out of lateral flow testing to support operators.
44. With the announcement that adult learning could recommence from 8th March, the council's Community Learning Service with their learning providers continued to offer online learning courses throughout March and developed a new range of classroom-based courses to meet participants' needs and interests. The new range of classroom-based courses will start on 19th April 2021 and be delivered in COVID-19 safe community centres throughout Staffordshire.
45. In March, approval was granted of £69 million for investment plans targeting road safety and sustainable transport schemes, including the upgrade of busy junctions, updating traffic signals, and improving footways and cycle paths.
46. During this quarter a project to update thousands of Staffordshire streetlights that will use less energy and save money has begun. The council is replacing 47,000 conventional bulbs with LED lighting after taking out an interest-free loan to fund the project. The loan for the project will be repaid by the estimated £1.6 million-a-year savings from using less energy. The work is being carried out with partner E-on and is expected to be completed by March 2025. Engineers hope to be able to replace around 1,150 lights per month.
47. Residents and businesses in Stafford, Cannock, Newcastle-under-Lyme, and Burton have been invited to have their say on proposals to improve cycling and walking in their towns, with nearly 1,500 people sharing their views. The £1.8 million investment by the council will help to deliver its local cycling and walking infrastructure plan with work starting as early as April 2021.
48. The council's Air Aware Team has been awarded around £300k by DEFRA to expand its Air Aware programme and deliver new initiatives to tackle air pollution in the county. The money, from the government's Air Quality Grant, helps councils develop and implement measures to benefit schools, businesses and communities and reduce the impact of poor air quality on people's health.
49. The overall financial position at Quarter 4 for Economy, Infrastructure and Skills is a forecast saving of £78,000 with small forecast savings across the business. On top of this, the forecast financial impact of COVID-19 for the directorate is £5.389m.

50. Corporate Services



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

52. A significant amount of corporate work has been provided to Local Outbreak Control. During the last quarter this has included supporting the implementation of testing, vaccination roll out to all frontline staff and sourcing of buildings and ensuring Clinically Extremely Vulnerable are supported. Dedicated data and analytical capacity is also helping to target action in relation to Test and Trace activity and management of outbreaks.

53. Since it was confirmed that the county council elections will be going ahead in May 2021, the council has been working closely with the 8 district and borough election authorities to ensure that the polls are administered and delivered in a consistent, safe and legal manner. Work has included liaising with schools, health and safety and public health colleagues. Strategic planning has also commenced, including ongoing preparations to develop the council's new Strategic Plan.

54. Over the last quarter progress has been made on roll-out of the new Staffordshire story and place brand. The new place brand manager started in post in early February, and the council hosted the first virtual event in the new ambassador programme, attended by more than 180 people from businesses and organisations across Staffordshire and the West Midlands. More than 120 people also attended two creative masterclasses to hear about how they can apply the story and visual identity in their own organisation's activity. In February the Staffordshire Place Board met for the first time, with their role to support and direct the work of the place brand manager and delivery of the annual marketing plan.

55. A 'Celebrating Diversity' calendar has been developed to raise awareness of religious and cultural events and encourage positive discussion on Diversity and Inclusion practice across the organisation. Work has also been done to review the council's internal recruitment processes and analyse existing workforce data in reference to the nine protected characteristics.

56. In Corporate Services the financial position at Quarter 4 is a forecast saving of £0.529m, this is an improved position from the Quarter 3 savings position of £0.145m. The improved position is due to staffing vacancies and increased incomes. The forecast financial impact of COVID-19 for the directorate is £3.834m.

57. Strategic Plan Principles

58. Progress has been made this quarter to drive forward the council's four principles, which continues to underpin our priority work. A summary of key activities is set out below.

59. Communities

60. To promote social action in local communities and to build capacity in the voluntary and community sector, the council's Communities Delivery Plan was approved in Quarter 4, including a set of key activities.
61. Phase 2 of the council's #DoingOurBit campaign has begun, including launching of a new campaign in mid-March to help tackle loneliness in Staffordshire. Informed by findings from the COVID-19 Resident Survey carried out by the council last year 'Let's Beat Loneliness Together' will help raise awareness of the issue and promote the services available to those affected by it. The campaign will also support those individuals or volunteers who want to do something themselves to help reduce loneliness in their local community. The council is working with Everyone Health Staffordshire, parish councils and other partners in the voluntary and community sector that can support people if they are feeling lonely.
62. As part of allocating #DoingourBit Community Grant funding, 60% of these projects have now commenced and case studies have been received from completed projects showing how the funding has made a difference to their local communities. Much of this funding help groups and organisations to reopen/restart activity safely after lockdown restrictions are lifted.
63. Building on the council's commitment to listen and respond to the needs of its citizens, the first Citizen Survey has been conducted which ran from 30th November 2020 to 4th January 2021, achieving a substantial response of over 3,600. Follow up research has been undertaken, and resident voice now forms an integral part of the council's quarterly performance reporting process.
64. The last quarter of the Voluntary, Community and Social Enterprise (VCSE) Strategic Capacity Building Contract saw 180 organisations provided with one to one development support, £1,671,827 external funding secured by VCSE organisations and 114 individuals supported to access local volunteering opportunities.

65. Digital

66. The Digital First Strategy and Programme was agreed at Cabinet on 17th 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.
67. Work has been ongoing to establish a Digital Infrastructure Strategic Framework to enable and accelerate delivery gigabit connectivity technologies and infrastructure to increase access in Staffordshire.
68. Digital inclusion remains a key priority. The council's Digital Device Recycling Scheme was initially launched internally during Quarter 4. Digital devices started to be donated during the quarter, with the aim of working with partners to distribute them to the people who are at risk of digital exclusion across Staffordshire.

69. In this quarter, the Digital Skills Project has scoped the digital training opportunities which exist within the organisation and brought together those involved in the development of new digital tools, including Microsoft 365 and the Learning Portal, through a regular task and finish group.

70. Climate Change

71. A key activity this quarter has been the Cabinet approval and publication of the Climate Change Strategic Framework.

72. Furthermore, the Climate Change Community Fund Scheme ran from November until the end of February to support projects in Staffordshire communities that do their bit towards the reduction of carbon emissions, improve air quality, or help people to deal with climate change. Over £70,000 was awarded to 107 submissions in the 2020/21 financial year.

73. As part of the Public Sector Decarbonisation Scheme the council has been awarded over £3million to decarbonise 22 school buildings. This will include replacing oil boilers with heat pumps, insulating pipe work, installing energy management control systems, modification of heating systems to maximise efficiency and pressure and fitting water heater timers

74. Workforce

75. Over the last quarter, ongoing COVID-19 response work has included new vaccination and COVID-19 testing policies, supporting Staffordshire schools and the staff vaccination roll out. Steps have been taken to vaccinate eligible employees against COVID-19 and ensure work-based testing is available to frontline workers.

76. Progress has been underway to deliver the council's internal People Strategy, including a new Employer Brand which has been developed and approved during Quarter 4, aimed at attracting and retaining talented people in the council's workforce.

77. The wellbeing of colleagues remains a high priority with the strengthening of its Mental Health Awareness training and the promotion of Wellbeing Feel Good Habits. Furthermore, the Health, Safety and Wellbeing team has received £278k grant to develop access to the ThinkWell services for Independent Sector care staff.

78. Finally, an outcome of the COVID-19 response has been a significant and continued reduction in sickness absence levels; currently 9.93 days lost per employee (February 2021), representing a reduction of 17% from the same period last year. Absences relating to diagnosed/suspected cases of COVID-19 account for 1.13 days lost per employee over this period (11% of total), but this has been outweighed by improvements against the majority of other absence reasons. Of particular note is the reduction in musculoskeletal absences, currently 1.32 days lost per employee, a reduction of 40% from last year.

List of Appendices:

1. Finance Quarter 4 Summary
2. Finance Quarter 4 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 4 forecast information.

The latest revenue forecast outturn shows a saving of £1.8m (0.3%), compared to the overspend of £0.6m (0.1%) at quarter 3. 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.

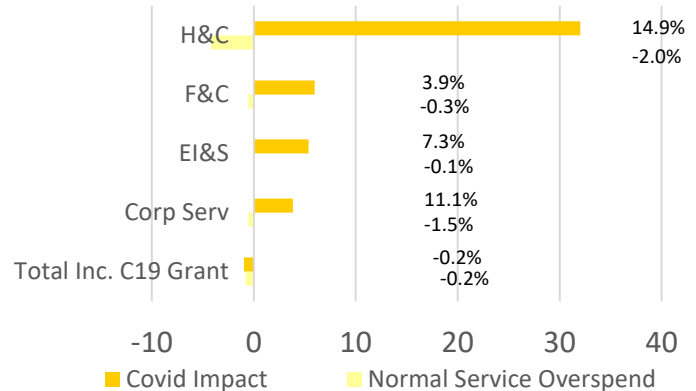
There is a forecast non-Covid overspend of £2.6m on Education Services. This is due to SEND Transport increasing costs and demand, due to increased use of single occupancy taxis.

Savings are categorised into confidence of delivery. There are £8.9m savings that are undelivered as at quarter 4 and this is the year end position. Some of the savings classed as undelivered are Reduction in LAC as a result of Transformation of £1.6m, Review on In House Services for Care Commissioning of £1m, Improving Communication with Clients within Learning Disability of £1.6m, and Additional income a result of growth in demand within Care Commissioning of £3.5m.

The latest capital outturn projection is £144m, compared to the quarter 3 position of £146m, an decrease of 1.7%. This projection is a fully funded position. This decrease is due to property purchasing moving to 2021/22, reprofiling of Highways schemes Major projects and delays in starting works on Household Waste Recycling Centres. More details can be found in the report.

Within the national context, the retail price index is currently 1.4%, and the latest consumer price index is 0.9%. GDP is estimated to have increased by 1.0% in the three months to December 2020. Current unemployment figures show Staffordshire benefit claimant rate remains below that of the West Midlands and Great Britain.

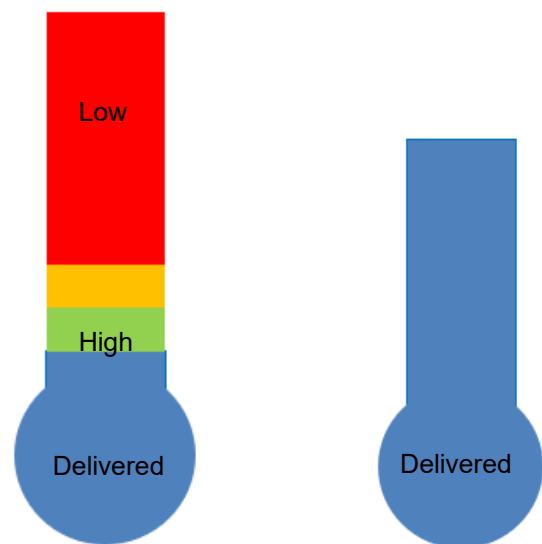
Revenue Budget Variance



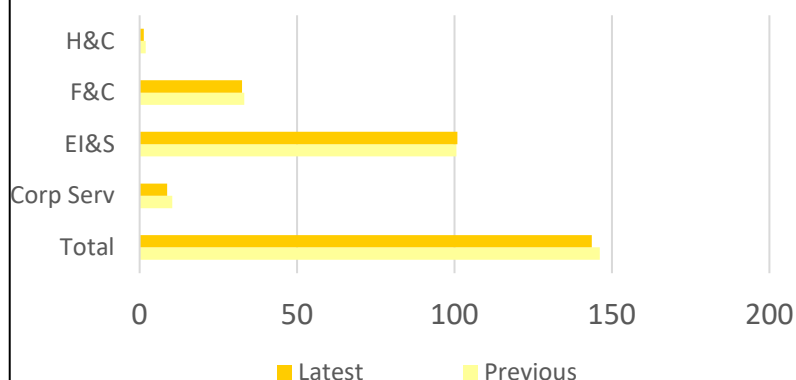
Savings Tracker – Target £28.079m

Quarter 3 - £27.810m

Quarter 4 - £19.108m



Capital Programme



Introduction

Revenue Forecast

1. The latest revenue forecast outturn (as provided in appendix 4) shows a forecast saving of £1.770m (0.3%).
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 £0.5m is likely to remain.

	£m
Additional Costs	35.070
Lost income	2.871
Delayed savings	9.489
Fees & Charges Grant Estimate	(1.500)
Grant funding	(46.896)
Shortfall	(0.966)

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	8.233
Adult Social Care Infection Control	18.190

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Clinically Extremely Vulnerable	0.507
Food and Essential Supplies	0.823
Home to School Transport	0.661
Covid Winter Grant	2.221
Sales, Fees and Charges Funding	0.946
Contain Outbreak Management	14.076
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
Other	0.419
Total	97.261

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. The following paragraphs consider the key financial issues in each of the council's portfolios.
6. **Health and Care** **Covid impact - £32.010m**
Normal service forecast – £4.199m saving
7. *Public Health & Prevention* *Forecast – Breakeven*
8. Adults Public Health is forecast to save £2.358m which will be transferred to the Public Health reserve at the financial year end. Some of this funding is earmarked for commitments in the new financial year and this position will be finalised at the outturn.
9. The Sexual Health contracts are forecast to save £0.660m, the main elements of this are a forecast saving of £0.271m on STI Test & Treat and a forecast saving of £0.292m on GP contraception costs. There is also a forecast saving

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of £82,000 on the emergency contraception contract. These savings have arisen from lower activity resulting from the impact of Covid 19.

10. The forecast position for Drugs & Alcohol budget is now a saving of £0.174m which due to lower activity due to Covid 19. The Healthy Communities budget is forecast to save £0.1m which is mainly due to a reduction in the workplace health payment by results (PBR) costs.
11. There was a contingency budget of £0.374m held in Public Health which has not been required as activity has generally been lower than forecast due to the pandemic. The remainder of the savings have arisen as a significant amount of staff time has been redirected to supporting the council's response to Covid 19 and these costs have been recharged to the Contain Outbreak Management Fund.
12. *Adults Social Care & Safeguarding* *Covid impact - £0.394m*
Normal service forecast – £2.181m saving
13. The restructure of the Adults Learning Disability Team (ADLT) 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 £0.753m which is higher than the £0.713m previously forecast. The £0.3m MTFS saving relating to this has been delivered in full.
14. A new Section 75 agreement for Mental Health South has been agreed for the year and it is still expected that the costs will equal the budget. There is a forecast saving on the Mental Health North team of £0.149m arising from savings on the amount of agency staff used to deliver the service. This is slightly higher than the £0.146m forecast at quarter 3. The £0.1m MTFS saving for the Mental Health North team will be delivered in full.
15. There is a forecast overspend of £0.239m in the Learning Disability In-House Residential services due to the vacancy factor built into the budget not being met in full during the year. This is small increase from the £0.197m overspend forecast at quarter 3. There is now a small forecast saving of £80,000 for the Specialised Day Opportunity Service. Additional cost from the temporary operating model for these services have been funded by the Covid 19 grant funding.

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16. Business Support is still forecasting a saving of £0.150m due to savings from the staff restructure and generating more income than the original forecast.
17. There is still a saving forecast of £0.2m for the Home Care system, which is in the process of being retendered and further clarity on the new costs will be gained once the tender process is complete in 2021/22.
18. There is a forecast saving of £0.405m from staff turnover and holding vacant posts within Social Care and Adult Safeguarding. There is also still a saving of £0.526m for Mental Health and Deprivation of Liberties Safeguarding which will be carried forward to 2021/22. Other variances amount to a saving of £0.157m.
19. *Care Commissioning* *Covid impact - £31.616m*
Normal service forecast – £2.018m saving
20. The Mental Health placement budget is now forecast to overspend by £0.348m, an increase from the £0.171m forecast at quarter 3. This is largely due to an increase in the number of Supported Living placements along with some extra homecare costs. The £0.250m MTFs saving from care reviews is now expected to be achieved. The position has improved from earlier in the year when the forecast overspend was £0.569m. This is due to reductions in the cost of some Supported Living care packages following reviews and an increase in the health income forecast. The placement overspend has been partially offset by expected savings on the Mental Health contracts of £0.235m which is unchanged from quarter 3.
21. The Learning Disability Placement budget is now forecast to save £4.436m which is an increase from the £3.517m forecast at quarter 3. Since quarter 3 there has been a reduction in the forecast residential care costs due to a small reduction in placement numbers and in general, we have not experienced the budgeted demographic growth in the second half of the year. There have also been further transport and Adult Placements savings due to the Covid 19 pandemic which has reduced their take up. We are experiencing the full benefit of increases in health income negotiated in recent years. The health income forecast has increased from quarter 3 due to a number of historic disputes being resolved and an increase in the number of people for which the county council is receiving Continuing Health Care (CHC) funding. However, the Community Offer and Reviews Programmes MTFs savings will not be

Appendix 2 – Quarter 4 Finance Report

delivered in full due to the impact staff resources being diverted to respond to the Covid 19 pandemic.

22. The council will continue to work with the local Clinical Commissioning Groups (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 council's total cost is now forecast to be close to £3m and there remains a significant risk of further cost pressures for the remainder of the MTFs period.
23. The planned recommissioning of the Carers service has been delayed due to the Covid 19 pandemic and the new service will now begin next year. As a result, the savings from last year are forecast to occur again this year, of £0.335m, slightly higher than the £0.333m forecast at quarter 3. There is also a forecast saving for the Advocacy contract of £0.210m which is unchanged from the previous forecast. There is a forecast saving of £0.247m on the Learning Disability & Mental Health Commissioning team as some of the cost of the team has been funded by the Contain Outbreak Management Fund which is an increase from the £62,000 forecast at quarter 3.
24. The forecast saving for the Older People & Physical Disability Team has increased to £0.224m compared to the £38,000 reported at quarter 3 as some costs have been charged to the Contain Outbreak Management Fund.
25. There has been a slight reduction in the forecast overspend for Extra Care Contracts to £0.187m compared to £0.236m at quarter 3. Prisoners related care activities are still forecast to save £0.518m due to staffing savings and lower care costs.
26. There has been a slight improvement in the forecast saving for other centrally managed costs which stands at £0.865m, compared to £0.766m at quarter 3. These savings against the redundancy budget have arisen as several transformation programmes have been delayed due to Covid 19 and have been partially offset by some central pension costs.

Appendix 2 – Quarter 4 Finance Report

27. The Older People placement budget is now forecast to save £11.104m, compared to £4.097m at quarter 3. The main reason for this movement is a reduction in the forecast for residential and nursing placements of £3.310m. The number of placements is significantly lower than had been budgeted for quarter 4. The forecast number of packages for the clients that were discharges from hospital under pathway 3 haven't materialised and overall client numbers have continued to fall as the number of leavers continues to exceed the number of new starters.
28. Neither the reviews savings (staff resources have been diverted to respond to Covid 19) or the planned savings to be achieved by developing and using additional capacity at the Hillfield site (pandemic resulting in project delays and changes in design requirements which have made the scheme financially unviable) will be delivered in full this financial year and have been reprofiled within the MTFS.
29. There is still huge uncertainty about the longer-term impact of the pandemic on the care market which has meant higher costs and loss of income for providers. These issues will continue to pose a significant risk for the council in the future. In the quarter 3 report it was proposed that the care risk reserve was increased to £5m to mitigate these risks. This risk has been compounded as the latest funding settlement for Local Authorities was only for one financial year and there is a real concern that future government allocations will be reduced as the Treasury look to manage its financial position in light of the significant sums provided to tackle Covid 19. Furthermore, the latest indications are that society will be living with the virus for much longer than had initially been anticipated. In recognition of this, it is proposed that a further £6m contribution is made to the reserve, in addition to the existing £6m, resulting in a total care risk reserve of £12m.
30. The overall forecast for homecare packages has reduced by £2.062m since quarter 3. The forecast for non-contracted provision has been reduced to reflect the ongoing work to move as many packages as possible to contracted providers and there has also been a reduction in the number of commissioned hours.
31. The downward trend of residents in receipt of a direct payment continues resulting in a further saving of £0.204m.

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32. The overall forecast for older people placement income has increased by £1.528m. There has been an increase in the forecast for residential and nursing placements of £0.905m and an increase in the forecast for income from health partners of £0.781m. This includes income received for health care tasks where the number of hours has been increasing since the beginning of the financial year. While the amount of client income forecast to be received is significantly lower than the sum budgeted in the MTFs (£3.265m shortfall), this has been negated by a reduction in the older people placement costs.
33. The forecast savings for Physical Disabilities placements has increased from £0.579m at quarter 3 to £0.980m. This is mainly due to a reduction in the forecast for domiciliary care which has reduced by £0.390m since quarter 3 to reflect the ongoing work to move as many packages as possible to contacted providers.
34. Other variances amount to an overspend of £1.818m.
35. As part of the ongoing review of bad debts, the Health & Care bad debt provision has been increased by £4m in the current financial year. Following a further review at quarter 4, it is proposed that the provision is increased by a further £1m to recognise the current anticipated level of risk, thereby resulting in a total increase of £5m.
- 36. Families & Communities** **Covid impact - £5.961m**
Normal service forecast - £0.510m saving
37. *Children's Services* *Covid impact - £4.017m*
Normal service forecast - £2.237m saving
38. The forecast saving of £2.237m is mainly a result of a saving of £2m as a result of staff vacancy savings in the Intensive Prevention Service, Family Group Conferencing team, and Short Stay Residential teams and also addition grant income for Unaccompanied Asylum Seeking Children. There is also a forecast saving of £0.5m in Early Help and First Response teams and £0.9m forecast savings for Section 17 in the Early Help and First Response teams but offset by a £0.4m forecast overspend in the safeguarding teams due to additional agency staffing costs. There is also a forecast overspend of £0.3m in the Independent Conference Chair service due to additional staffing levels.

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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, this was forecast to deliver the MTFS savings of £4.7m. However, due to the pandemic, planning savings this year have been delayed and have been reprofiled within the MTFS accordingly.
40. *Education Services* *Covid impact - £1.328m*
Normal service forecast - £2.575m overspend
41. The forecast overspend has increased by £0.208m from quarter 3, and is largely due to the continued pressure for SEND Transport which is forecast to be £2.5m over budget 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 particular specialist needs and/or disruptive behaviours.
42. There is a £0.815m forecast overspend for additional investment in SEND stabilisation works, as approved by Cabinet earlier this year. There is a forecast saving on historic pensions costs of £0.6m, and a provision of £0.6m for historic deficits accrued by Flash Ley School following the temporary relocation and subsequent return, this will place the school in a sustainable position for the future. This one-off cost can be offset by other legal cost savings, staff vacancy savings and additional income impacting across the service.
43. While the service faces further pressures of £0.5m as a result of the non-delivery of SEND Assessment savings, it is forecast that this can be mitigated this year by use of other service reserves and savings across the service. However, this will remain a pressure and will be addressed as part of the wider transformation programme.
44. There have been additional exceptional costs due to Covid 19 in relation to SEND transport and cleaning.
45. *SEND High Needs Block*
46. The High Needs Block is currently forecast to overspend by £6.5m. This is higher than previously forecast (by £1m and impacting mainly in Independent Special Schools) and reflects additional demand for SEND support including pressures arising as the backlog of outstanding Education, Health and Care

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Plan 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.

47. 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 National Funding Formula 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 to £1.5m.
48. This policy will be reviewed annual 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).
49. Going forward it is forecast that the SEND transformation programme, with the imminent full roll out of the district hub model, will provide for a more inclusive system that enables the necessary early support and intervention to manage demand within overall resources.
50. *Culture & Communities* *Covid impact - £0.361m*
Normal service forecast - £0.238m saving
51. There is a £0.245m forecast overspend due to undelivered savings within Archives and Libraries, it is anticipated that these will be mitigated by staffing vacancies of £0.338m and other savings of £0.145m largely as a result of reduced costs of service provision due to Covid 19. It is forecast that target savings will be delivered through staffing restructures once planned transformation programmes can be finalised post Covid 19.
52. Covid 19 has led to reduced income for the service from reduced trading activity.
53. *Rural County* *Covid impact - £0.255m*
Normal service forecast - £0.133m saving
54. The service has forecast overspends of £0.190m due to undelivered savings, however these will be mitigated in year by staffing vacancies within the service of £0.298m and other savings of £25,000. It is forecast that alternative savings will be brought forward within the service to deliver target savings in full over the MTFS period.

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55. The Covid 19 pandemic has meant loss of income for the service from reduced trading activity, parking and penalty fines.
56. *Community Safety* *Covid impact – nil*
Normal service forecast - £0.477m saving
57. While Regulatory Services faces forecast overspends of £0.250m as a result of undelivered savings, its is assumed that these will be mitigated by staffing vacancies and other savings of £0.377m. There is a further one-off saving in Community Safety against the short breaks contact of £0.370m as a result of families shielding during the pandemic, which is partially offset by additional other one-off pressures within the service.
58. **Economy, Infrastructure & Skills** **Covid impact - £5.389m**
Normal service forecast - £78,000 saving
59. *Business & Enterprise* *Covid impact - £0.167m*
Normal service forecast - £0.267m overspend
60. The forecast is an overspend of £0.267m which is similar to the position reported at quarter 3. This includes a contribution of £0.180m towards the cost of purchasing the Magistrates Courts for the Eastgate Regeneration project. The quarter 4 position includes in year savings on the MPIM event, a real estate conference, which was cancelled, a reduced overspend on Enterprise Centres and savings on legal fees and County Farms.
61. The Covid 19 costs have not changed since quarter 3.
62. *Infrastructure & Highways* *Covid impact - £0.793m*
Normal service forecast - £0.473m overspend
63. The forecast is an overspend of £0.473m which is an increase of £0.541m from the small savings position reported at quarter 3.
64. The change is predominantly due to an overspend on the Winter Maintenance budget as a result of the harder than average recent winter weather. The small overspend of £49,000 overspend on Lighting & Signals which is largely the

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non-achievement of the advertising MTFs saving can still be mitigated by vacancies in the Street Lighting and Traffic Signals teams. Revised plans are being made to achieve this saving during 2021/22. As previously reported, within Strategic Asset and Network Management there has been a significant increase in the anticipated income arising from the new permit scheme and licencing activities (e.g. traffic regulation orders). There has been an amount of £0.7m set aside to transfer to reserve to cover the possibility of reduced charges in future years as the County Council is only allowed to recover the additional costs incurred in setting up the scheme. This permit scheme is continuing to be monitored closely.

65. The expected impact of Covid 19 is forecast to be £0.793m, which is broadly in line with the position reported at quarter 3.
66. *Transport, Connectivity & Waste* *Covid impact - £0.834m*
Normal service forecast - £0.383m saving
67. The Transport and Connectivity the forecast saving is £0.287m which is an increase from the quarter 3 position of £38,000.
68. The Transport Planning team has a saving due to staff vacancies and opportunity to recharge time against specific externally funded projects. Significant savings in the Concessionary Fares budget area, as well as a forecast saving of £0.210m 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. The quarter 4 position assumes a contribution of £0.2m towards the Transport Assessment work to support Local Plans in the period 2021 – 2026 (There is £1m in total required). This work is necessary to support the economy and ensure that development is made acceptable in transport and environmental terms.
69. There are £0.204m additional costs relating to Covid 19 for additional cleaning of home to school mainstream transport. This is similar to the position at quarter 3.
70. The Sustainability and Waste service is forecast to save £96,000, which is an improved position from the £65,000 overspend reported at quarter 3. This change is largely due to a reduced forecast overspend on the Household Waste Recycling Contracts.

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71. The impact of Covid 19 in the Sustainability and Waste area is now estimated at £0.630m which is the same as reported previously. This spend 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 also a loss of income in the Woodfuels area due to biomass boilers being switched off during the school closures in the pandemic.
72. *Skills* *Covid impact - £0.230m*
Normal service forecast - £95,000 saving
73. There is a forecast saving of £95,000 which is a small increase from the quarter 3 report. This is due to current vacancies within the team and a saving against the budget for the Entrust Information, Advice and Guidance contract. There are no changes to the Covid variance from quarter 3.
74. *EI&S Business Support* *Covid impact - £1.025m*
Normal service forecast – £65,000 saving
75. There is a forecast saving of £65,000 which is an improved position from quarter 3, this is due to in year savings on the training and actuarial strain budget areas. This position includes a £0.1m contribution to the purchase of the Magistrates Court and an increase of £50,000 to the bad debts provision.
76. There are forecast to be £1.025m of Covid related costs which is little change to the quarter 3 report.
77. **Corporate Services** **Covid impact - £3.834m**
Normal service forecast - £0.529m saving
78. The service is forecast to save £0.529m, this is an improved position from the quarter 3 savings position of £0.145m. The main change is within Legal Services which is forecast to save £0.3m due to the high level of staff vacancies net of locum spend and an over achievement of income in the capital receipts area. There is also an increased forecast saving within ICT due to increased project income levels. This position includes provision for Microsoft 365 costs in the Digital area in 2021/22 of £0.250m as well as a contribution to potential costs for the new recruitment system of £50,000. There is also a provision to cover forecast costs of £0.160m for the Electronic and Document Records Management System which is needed in 2021/22.

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79. The forecast for the impact of Covid 19 is forecast to be £3.834m, a significant decrease from the previously reported £5.516m, however this change is due to the PPE costs moving into the Health & Care figures. There is no net decrease across the County Council for PPE.

80. Centrally Controlled

81. The business as usual forecast overspend is £1.943m, £0.569 of which is in the Insurance area, this is due to a steady increase in insurance premiums. There is a forecast liability of £1.374m for property charges. There is a reduction to the Covid 19 costs at quarter 4 due to reduced cleaning material costs and a reduction in lost rental income which is now not anticipated to materialise. The remaining balance of the unachieved MTFs savings have been offset by several in year saving of around £0.550m on lower energy, waste and water bills.

82. There is a forecast saving on the Landlords Repairs and Maintenance budgets as many sites have been operationally closed for most of the year. This forecast outturn position includes the provision of £0.3m from this year's budget to be used in 2021/22 for the repair works that have had to be postponed into next year due to Covid 19.

83. Capital Forecast

84. Appendix 5 compares the latest capital forecast outturn of £143.6m, a decrease from the quarter 3 position of £146.1m. The key reasons for this decrease of £2.5m are set out in the following paragraphs.

85. Health and Care **Forecast spend £1.381m**

86. There has been a reduction of £0.547m since quarter 3, this is due to slippage of £0.891m for the two Nursing Homes and the Dementia Centre of Excellence due to Covid 19. For the Care Director project, the forecast now includes the costs for both Health & Care and Families & Communities and has increased by £0.344m.

87. Families and Communities **Forecast spend £32.579m**

88. *Maintained Schools* *Forecast Spend £32.216m*

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89. There has been an overall reduction of £0.193m since the quarter 3 report, which is due to the refining and rephasing of a number of projects, including £0.1m to 2021/22 for Chaselea PRU.
90. *Vulnerable Children* *Forecast Spend £2,000*
91. There has been a reduction of £0.473m since quarter 3 due to the forecast completion date for a property purchase now being in 2021/22, therefore the budget has been rephased into the new financial year.
- 92. Economy, Infrastructure and Skills** **Forecast spend £100.909m**
93. *Economic Planning & Future Prosperity* *Forecast spend £18.119m*
94. There has been an increase of £1.114m since quarter 3, this is primarily due to increased costs of the i54 Western Extension project in 2020/21 due to the impact of asbestos being discovered in top soil of £1.129m and reprofiling of the Cannock Chase and Silverdale Enterprise Centres of £0.158m and £41,000 respectively, These increases are offset by slippage on the A50 project into 2021/22 of £0.262m.
95. *Highways Schemes* *Forecast spend £80.497m*
96. There has been a decrease of £0.492m since quarter 3. The forecast position on Major Projects has decreased by £1.417m due to the slippage on SWAR into 2021/22 due to the impact of Covid 19 and inclement weather causing flooding, plus very minor budget refinement on Lichfield Southern Bypass. There is a decrease from quarter 3 of £0.781m on Maintenance and Integrated Transport schemes due to rephasing on the bridge maintenance schemes of £0.237m, Carriageway Maintenance of £0.106m, and Integrated Transport schemes of £0.438m. These decreases are offset by a £1.706m increase on Other Highway and Developer schemes due to rephasing.
97. *Sustainability & Connectivity* *Forecast spend £0.443m*
98. There is a reduction of £0.310m since the quarter 3 report due to delays in starting Health and Safety upgrades and Leek Household Waste Recycling Centre (HWRC) of £0.210m as well as the deferral of ground surveys at Newcastle HWRC of £0.1m.

99. Finance and Resources & ICT **Forecast spend £2.045m**

100. There has been an increase of £92,000 since the quarter 3 report due to the refinement of the Network Switch Refresh project.

101. Property **Forecast spend £4.974m**

102. There has been a decrease of £2.192m since the quarter 3 report, this is due to the impact of Covid 19 on a number of projects, including Responding to Accommodation Change of £0.104m, District Property Rationalisation of £1.748m and Family Contact Facilities Newcastle of £0.232m.

103. In addition, Oakdene demolition budget of £0.123m is no longer required and the Fore Compartmentation budget has increased by £15,000 as orders for Oakleaf Surveys have been placed.

104. Financial Health

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

106. There have been 97.4% of invoices paid within 30 days of receiving them at the end of February, exceeding the financial health indicator target. This position also reflects early payments to suppliers to help them with cashflow during the pandemic.

107. The estimated level of outstanding sundry debt over 6 months old is £20.019m, this is over the target of £14.7m by £4.319m. This is a decrease of £2.591m since the quarter 3 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.

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108. The level of CCG health debt over 6 months old is £1.7m below the target figure. This is a decrease of £2.024m since the quarter 3 report.
109. Client debt now stands at £10.098m 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 including activity to write off £3.304m of Health & Care uncollectible client debt which is covered by the service's bad debt provision.

Debtor Type	2020/21 Target	31/12/2020	31/03/2021 Est	Increase / (Decrease)
	£m	£m	£m	£m
Health Bodies & CCGs	3.900	4.252	2.228	(2.024)
Other Govt. and Public Bodies	2.000	3.927	3.960	0.033
Other General Debtors (Individuals & Commercial)	4.700	4.265	3.733	(0.532)
Health & Care Client Debt	4.100	10.166	10.098	(0.068)
TOTAL	14.700	22.610	20.019	(2.591)

Appendix 3 – Corporate Checklist

Equalities implications:

Through the delivery of county council business plans, service delivery is increasingly reflecting the diverse needs of our various communities.

Legal implications:

There are no legal implications arising from this report.

Resource and Value for money implications:

The resource and Value for money implications are set out in the report.

Risk implications:

The risk implications concern the robustness of the forecast outturn which may change owing to pressures on services with a consequent effect on county council functions being able to keep within budgets and a potential call on balances.

Climate Change implications:

Staffordshire's communities are places where people and organisations proactively tackle climate change, gaining financial benefit and reducing carbon emissions' is one of the county council's priority outcomes. Through the monitoring and management of this outcome; climate change and carbon emissions are being addressed in an active manner.

Health Impact Assessment and Community Impact Assessment screening:

Not required for this report.

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Location: Staffordshire Place No.1

Revenue Forecast Outturn 2020/21









	Revised Budget Qtr 4 £m	Forecast Outturn £m	Covid Impact	Normal Service Overspend / (Savings)	Total Variation £m
<u>Health and Care</u>					
Public Health & Prevention	(5.669)	(5.669)	0.000	0.000	0.000
Adult Social Care & Safeguarding	38.422	36.241	0.394	(2.181)	(1.787)
Care Commissioning	183.695	181.677	31.616	(2.018)	29.598
Specific Grant Allocation (Public Health)	(1.570)	(1.570)	0.000	0.000	0.000
Exit and Transition Fund	0.000	0.000	0.000	0.000	0.000
Health and Care Total	214.878	210.679	32.010	(4.199)	27.811
<u>Families and Communities</u>					
Children's Services	114.824	112.587	4.017	(2.237)	1.780
Children's Public Health	(4.546)	(4.546)	0.000	0.000	0.000
Education Services	28.016	30.591	1.328	2.575	3.903
Culture and Communities	5.289	5.051	0.361	(0.238)	0.123
Rural	2.067	1.934	0.255	(0.133)	0.122
Community Safety	8.207	7.730	0.000	(0.477)	(0.477)
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	151.637	5.961	(0.510)	5.451
<u>Economy, Infrastructure and Skills</u>					
Business & Enterprise	1.081	1.348	0.167	0.267	0.434
Infrastructure & Highways	29.678	30.151	0.793	0.473	1.266
Transport, Connectivity & Waste	39.407	39.024	0.834	(0.383)	0.451
Skills	2.388	2.293	0.230	(0.095)	0.135
EI&S Business Support	1.073	1.008	1.025	(0.065)	0.960
Specific Grant Allocation (Public Health)	0.000	0.000	0.000	0.000	0.000
Covid related capital project costs	0.000	0.000	2.340	0.000	2.340
Exit and Transition Fund	0.000	(0.275)	0.000	(0.275)	(0.275)
Economy, Infrastructure and Skills Total	73.627	73.549	5.389	(0.078)	5.311
Contribution to Minor Capital Maintenance on Highways	3.624	3.624	0.000	0.000	0.000
Corporate Services	34.425	34.954	3.834	0.529	4.363
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	33.896	3.834	(0.529)	3.305
Traded Services	(0.622)	(0.622)	0.000	0.000	0.000
TOTAL PORTFOLIO BUDGETS	478.079	472.763	47.194	(5.316)	41.878
<u>Centrally Controlled Items</u>					
Interest on Balances & Debt Charges	34.204	34.204	0.000	0.000	0.000
Pooled Buildings and Insurances	14.024	15.967	0.236	1.943	2.179
Investment Fund	2.431	5.000	0.000	2.569	2.569
Covid 19 Grant	0.000	0.000	(48.396)	0.000	(48.396)
TOTAL FORECAST OVERSPEND	528.738	527.934	(0.966)	(0.804)	(1.770)

CAPITAL PROGRAMME 2020/21

	<u>3rd Quarter</u> <u>Budget</u>	<u>Enhancements to</u> <u>Programme</u>	<u>4th Quarter</u> <u>Budget</u>
	£m	£m	£m
Health and Care			
Care and Independence	1.928	(0.547)	1.381
Health and Care Total	1.928	(0.547)	1.381
Families and Communities			
Maintained Schools	32.409	(0.193)	32.216
Academy Conversion Residual	0.027	0.000	0.027
Rural County (Countryside)	0.213	0.000	0.213
Vulnerable Children's Projects	0.475	(0.473)	0.002
Tourism and Culture	0.121	0.000	0.121
Families and Communities Total	33.245	(0.666)	32.579
Economy, Infrastructure and Skills			
Economic Planning & Future Prosperity	17.005	1.114	18.119
Highways Schemes	80.989	(0.492)	80.497
Connectivity	1.850	0.000	1.850
Waste & Sustainability Projects	0.753	(0.310)	0.443
Economy, Infrastructure and Skills Total	100.597	0.312	100.909
Trading Services - County Fleet Care	1.200	0.500	1.700
Finance, Resources & ICT	1.953	0.092	2.045
Property	7.166	(2.192)	4.974
Corporate Leased Equipment	0.050	0.000	0.050
Total	146.139	(2.501)	143.638

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 – £20.0m)</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 – 97.4%) 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

FORWARD PLAN OF KEY DECISIONS

Period: 19 May 2021 - 15 September 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
Deputy Leader and Cabinet Member for Economy and Skills
Cabinet Member for Health, Care and Wellbeing
Cabinet Member for Finance and Resources
Cabinet Member for Highways and Transport
Cabinet Member for Children and Young People
Cabinet Member for Education (and SEND)
Cabinet Member for Commercial
Cabinet Member for Communities and Culture
Cabinet Member for Environment, Infrastructure and Climate Change

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: 19 May 2021 - 15 September 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
June 2021	Public	Public Health Contracts (Cabinet Member for Health, Care and Wellbeing) Request for authority to agree public health contracts during 2021/22 and 2022/23 to be delegated from Cabinet to the Portfolio Holder for Health, Care and Wellbeing.		N/A	Anthony Bullock (Tel: 01785 276649) Service Area: Public Health and Prevention
June 2021	Public	Final Financial Outturn 2020/21 (Cabinet Member for Finance and Resources) To update Cabinet on the final outturn against the budget for 2020/21.		Directorate Management Teams, Senior Leadership Team	Rob Salmon (Tel: (01785) 27 6354) Service Area: Finance
June 2021	Public	Executive Responses for All Party Working Groups (Leader of the Council) Executive Responses to be considered and acknowledged for All Party Working Groups recommendations		N/A	Andrew Donaldson (Tel: 01785 278399) Service Area: Corporate Services
July 2021	Public	Community Support (including Domiciliary Care) and Community Short Breaks for Children with Disabilities (Cabinet Member for Children and Young People) Proposals for commissioned support provision for children with disabilities who are eligible for Social Care support in their own home, in accordance with the requirements of		We will engage with service users, current (and potential future) independent sector support providers, and Children Disability Social	Natasha Moody (Tel: 07976191079) Service Area: Families and Communities Commissioning

Anticipated Date of Decision	Public or Private Decision	Title and Description	Background Documents	Consultation	Contact Officer
		the Children Act 1989, and also the Short Breaks for Parents		work teams to develop effective, deliverable, value for money solutions which meet our statutory requirements . We will also work closely with Adult Social Care commissioning colleagues to ensure complementarity of commissioned support, and to help us overcome the limitations in the breadth of the current market for Children	
July 2021	Public	Child Exploitation and Missing Children & Young People Service (Cabinet Member for Children and Young People) Cabinet is asked to give consideration to the future commissioning and procurement arrangements for a Child Exploitation and Missing Children & Young People Service.		N/A	Natasha Moody (Tel: 07976191079) Service Area: Families and Communities Commissioning Team
July 2021	Public	Future Delivery of Residential Replacement Care Services in Staffordshire (Learning Disabilities)		Carers, Users, SCC Employees and Providers	Dr Richard Harling (Tel: 01785 278700)

Anticipated Date of Decision	Public or Private Decision	Title and Description	Background Documents	Consultation	Contact Officer
		<p>(Cabinet Member for Health, Care and Wellbeing) Option appraisal for the future delivery of Residential Replacement Care Services in Staffordshire for Adults with a Learning Disability</p>			<p>Service Area: Health and Care</p>
July 2021	Public	<p>Framework Agreement for the Provision of Asbestos Removal and Encapsulation Services (Cabinet Member for Commercial Matters) This Framework Agreement is to provide Staffordshire County Council with an agreed schedule of rates for the provision of Asbestos Removal and Encapsulation Services on County Council owned buildings throughout the whole county of Staffordshire. The works/service will generally consist of providing a responsive service for carrying out the works.</p>		N/A	<p>Ian Turner (Tel: 01785 277228) Service Area: Strategic Property</p>
August 2021	Public	<p>Treasury Management Outturn Report 2020/21 (Cabinet Member for Finance and Resources) Outturn information in respect of Staffordshire County Council's treasury management activities for the financial year 2020/21.</p>		N/A	<p>Rob Salmon (Tel: (01785) 27 6354) Service Area: Finance</p>
August 2021	Private	<p>Proposed 1FE Expansion at Oldfields Hall Middle School, Uttoxeter (Cabinet Member for Education (and SEND)) An expansion of capacity at Oldfields Hall Middle School is required to provide additional middle school places to mitigate the impact on education of new residential developments in Uttoxeter Town. Section 106</p>		N/A	<p>Tim Moss (Tel: 01785 277963) Service Area: School Organisation</p>

Anticipated Date of Decision	Public or Private Decision	Title and Description	Background Documents	Consultation	Contact Officer
		contributions have been requested from a number of developers to contribute towards this expansion.			
September 2021	Public	<p>Recommissioning of Care Home Services (Cabinet Member for Health, Care and Wellbeing)</p> <p>Completion of the options available for the recommissioning of care home services.</p>		N/A	<p>Helen Trousdale (Tel: 01785 277008)</p> <p>Service Area: Health and Care</p>

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