

## **Corporate Review Committee**

Tuesday 17 November 2020

**10:00**

Meeting to be conducted using TEAMS

John Tradewell  
Director of Corporate Services  
9 November 2020

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

### **PART ONE**

1. **Apologies**
2. **Declarations of Interest**
3. **Minutes of the meeting held on 8 September 2020** (Pages 1 - 4)
4. **Covid -19 update**  
  
Verbal report of the Leader of the Council.
5. **Customer Feedback and Complaints Service - Annual Report 2019-20 (Corporate Services)** (Pages 5 - 26)  
  
Report of the Leader of the Council.
6. **Integrated Performance Report - Quarter 2, 2020/21** (Pages 27 - 58)  
  
Report of the Cabinet Member for Finance.
7. **Communities Principle - Update and Plan for 2020/21** (Pages 59 - 98)  
  
Report of the Cabinet Member for Communities and Culture.
8. **Work Programme** (Pages 99 - 104)
9. **Exclusion of the Public**

The Chairman to move:-

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

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**PART TWO**

(All reports in this section are exempt)

**Membership**

Charlotte Atkins	Jeremy Pert
Mike Davies	Bernard Peters
Helen Fisher	Natasha Pullen
John Francis	Stephen Sweeney
Colin Greatorex (Chairman)	Conor Wileman (Vice-Chairman)
Jeremy Oates	Susan Woodward (Vice Chairman)
Ian Parry	

**Interim Scrutiny and Support Manager:** Mandy Pattinson Tel: (01785) 278502

**Minutes of the Corporate Review Committee Meeting held on 8 September 2020**

Present: Conor Wileman (Vice-Chairman)

**Attendance**

Charlotte Atkins	Jeremy Pert
Mike Davies	Bernard Peters
Helen Fisher	Natasha Pullen
John Francis	Conor Wileman (Vice-Chairman)
Jeremy Oates	Susan Woodward (Opposition Vice-Chair)
Ian Parry	

**Apologies:** Colin Greatorex and Stephen Sweeney

**PART ONE**

**16. Declarations of Interest**

Jeremy Oates declared an interest on agenda item 4 as he was a Borough Council Representative on the Local Outbreak Control Board.

**17. Minutes of the meeting held on 31 July 2020**

**RESOLVED:** That the minutes of the meeting of the Committee held on 31 July 2020 be confirmed as a correct record and signed by the Chairman.

**18. Staffordshire Covid-19 Local Outbreak Control Plan**

The Director of Health and Care gave a presentation which accompanied the Staffordshire Covid-19 Local Outbreak Control Plan available on the Councils website.

The Director explained that the Local Outbreak Control Plan was a new and important role for local authorities. He explained that Covid-19 would be with us for the foreseeable future and that Authorities were preparing for 'Best', 'Middle' and 'Worst' case scenarios, with the main determinants being public compliance.

Surveillance and identification of outbreaks was done through testing and intelligence from Public Health England, neighbouring local authorities, local communities, Environmental Health teams and local members. Data was co-ordinated and reported through the Health Protection Board.

When an outbreak had been identified, the response would draw on local knowledge, skills and experience, to manage incidents in different settings. Examples of management were given as; isolation and cohorting of cases; 'Deep cleaning' of nursing

homes; Contact tracing; Increased testing; Support for self-isolation; Closure of settings or Enforcement.

It was reported that there were currently around 170 incidents in Staffordshire. The intention was to keep stakeholders informed about the more significant incidents without overloading people with too much information. The Covid-19 Health Protection Board met three times a week and there was a Member Led Covid-19 Local Outbreak Control Board which provided democratic oversight and lead communications with the public. There was multi-agency co-ordination through Local Resilience Forum.

The National Contain Framework was explained. This contained four levels of alert, these being: Stable; Areas of concern; Areas of enhanced support; and Areas of intervention. These were defined by the levels of infections. At the moment, Staffordshire was at the lowest 'Stable' level.

Local alert levels for use within the County had been developed and could be used for any sized outbreak e.g. for a whole Borough/District or a town or a single ward.

Currently the number of cases remained low but were rising in line with the national picture. At the moment there were around 10 to 20 new cases each day which was slightly lower than the national average. Currently, cases affected working age adults, which meant that we were not seeing increased numbers of hospitalisations and deaths.

Following the presentations, Members asked a number of questions covering the following areas:

Testing and lack of local appointments was raised. It was explained that this was due to a national shortage of laboratory capacity, and not necessarily a shortage of appointments. Tests were being prioritised for those areas at higher alert levels such as Manchester or Leicester. Individuals could book tests daily and when capacity reached a certain level, appointments at local sites were switched off so that priority could be given to these other areas. Government had indicated that this issue could take two or three weeks to resolve. This would include mobile testing units although discussions were taking place to see if drop-in sessions could be offered in the mobile testing units in local hot spots.

The hospitality trade and the effectiveness of the response strategy was questioned, particularly how we benchmark ourselves and how we ensure that we are following best practice. It was explained that licensed premises were high-risk, and Boroughs and District licensing teams, and the Police were being worked with to ensure the trade understood their responsibilities and obligations. If businesses consistently failed to follow national legislation and guidance then there were powers to issue warnings and enforce closure. Knowledge and evidence was necessary before action could be taken. It was felt that the best benchmark was the number of cases in an area and currently Staffordshire was below both the national rate and the West Midlands.

Children's Centres linked to schools were felt to be vulnerable as cases may increase in schools, affecting activities and people attending adjoining children centres. Members were informed that if a case was identified, the risk of spreading would be assessed, and action would be taken accordingly.

It was felt that Members' social media could be used to spread the message of the need to continue to socially distance etc. The Cabinet Member for Health Care and Well-being agreed to email all Members to encourage and suggest ways of using social media. It was also agreed that the threshold for sharing cases and information with local Members would be looked at.

Quarantine requirements when returning to the county from abroad was discussed. Apparently, this relied on trust and good will and the Council were not informed and could not enforce. There was a discussion on what happened when messages or guidance was not adhered to. It was explained that the Council could not enforce government guidance about household gatherings and could only advise and encourage individuals to do the right thing with only Government having the power to restrict movements if necessary.

The Covid-19 pandemic had resulted in some staff being transferred from other duties to take on the additional work. This had affected service changes such as the transformation plans. Funding had been identified to meet any shortfalls in year. NHS Track and Trace staff had not been devolved to the Council.

The NHS winter plan would be considered at a future meeting of the Healthy Staffordshire Select Committee., There was concern about the ability of the NHS to resource the influenza vaccination programme this winter..

**RESOLVED:**

- a) That the Director of Health and Care be thanked for the information provided to the Committee.
- b) Members be supplied with information on the demographics of the current cases in Staffordshire.

**19. Work Programme**

Members raised the question of Gender equality and the previous suggestion to widen the Committees consideration of the topic to include all aspects of Gender equality (3 July 2020 meeting). The Chair and Vice Chairs agree to meet officers and discuss.

Information on the Entrust contract was requested. Councillor Woodward agreed to write to the Chairman explaining what she wanted this item to cover.

**RESOLVED:** That the work programme be noted.

**Chairman**



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

## **Corporate Review Committee - Tuesday 17 November 2020**

### **Customer Feedback and Complaints Service – Annual Report 2019-20 (Corporate Services)**

#### **Recommendations**

I recommend that the Committee:

- a. Consider the Corporate Annual Report of the Customer Feedback and Complaints Service, of 2019/20, taking the opportunity for any comments on the content of the report.

#### **Report of Cllr Alan White, Leader of the Council**

#### **Summary**

##### **What is the Select Committee being asked to do and why?**

1. The Committee is being asked to consider the Corporate Annual Report of the Customer Feedback and Complaints Service, of 2019/20, taking the opportunity for any comments on the content of the report.

#### **Report**

##### **Background**

2. The appended report provides information about corporate complaints activity during the twelve months between April 2019 and March 2020 in relation to corporate complaints.
3. The Annual Report – Customer Feedback and Complaints Service 2019-2020 Corporate Services is being submitted for scrutiny and endorsement.
4. The report contains information about the nature of complaints received together with responses provided and their handling by the Council.
5. It is important that the Local Authority uses the evidence available from Complaints and Representations to inform service improvements. The report provides information about how complaint investigations are used to identify specific themes, where service improvement can then be addressed and highlights where the County Council is providing quality services to customers which may be identified from compliments received. This is in line with the Strategic Plan, to use Customer Insight to develop high quality services which meet customer needs.

## List of Background Documents/Appendices:

Appendix 1 – Customer Feedback and Complaints Service Annual Report 2019/2020  
(Corporate Services)

### Contact Details

**Assistant Director:** Tracy Thorley, Assistant Director for Corporate Operations

**Report Author:** Kate Bullivant  
**Job Title:** Complaints, School Appeals and Access to Information Manager

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**Complaints Team**  
**Corporate Annual Report**  
**2019-20**

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## Purpose of this Report

This report provides information on complaints received by Staffordshire County Council for the period April 2019 to March 2020 that have specifically been dealt with under the Council's Corporate Complaints Procedure under Stage 1 – Local Resolution, Stage 2 Review and complaints that have been investigated by the Local Government and Social Care Ombudsman. Complaints regarding adult's social care and children's social care are not considered within this report and are managed by two different statutory processes and are subject to separate scrutiny.

## What is the Corporate Complaints Procedure?

The Council aims to provide a high standard of service, however there are occasions where those who access our services may feel that this standard has not been met. The aim of the Corporate Complaints Procedure is to make sure that

- residents feel that they are being listened to
- complaints are dealt with to a fair and consistent standard
- the Council responds to complaints in a reasonable timescale
- outcomes from complaints are documented and shared throughout the Council
- a 'do it once do it right' approach is taken to complaints

The Council has based its complaints procedure on guidance set out in the Local Government and Social Care Ombudsman's 'Guidance on Running a Complaints System 2009'. Within this guidance the Ombudsman explains the principles underpinning a successful complaints procedure.

*Complaints systems are not mechanisms for apportioning blame but an important part of a council's learning and development. Complaints can be a rich source of information and learning about how a council's performance is perceived and how it can be improved. What we recommend is a clear, accessible and flexible process that forms part of service provision and does not overwhelm individuals, departments or other council processes.*

*The purpose of a complaints system is to put right what has gone wrong and learn from it.'*

## What is a Complaint?

*An expression of dissatisfaction about a council service (whether that service is provided directly by the council or by a contractor or partner) that requires a response.*

### ***Guidance on Running a Complaints System – Local Government Ombudsman March 2009***

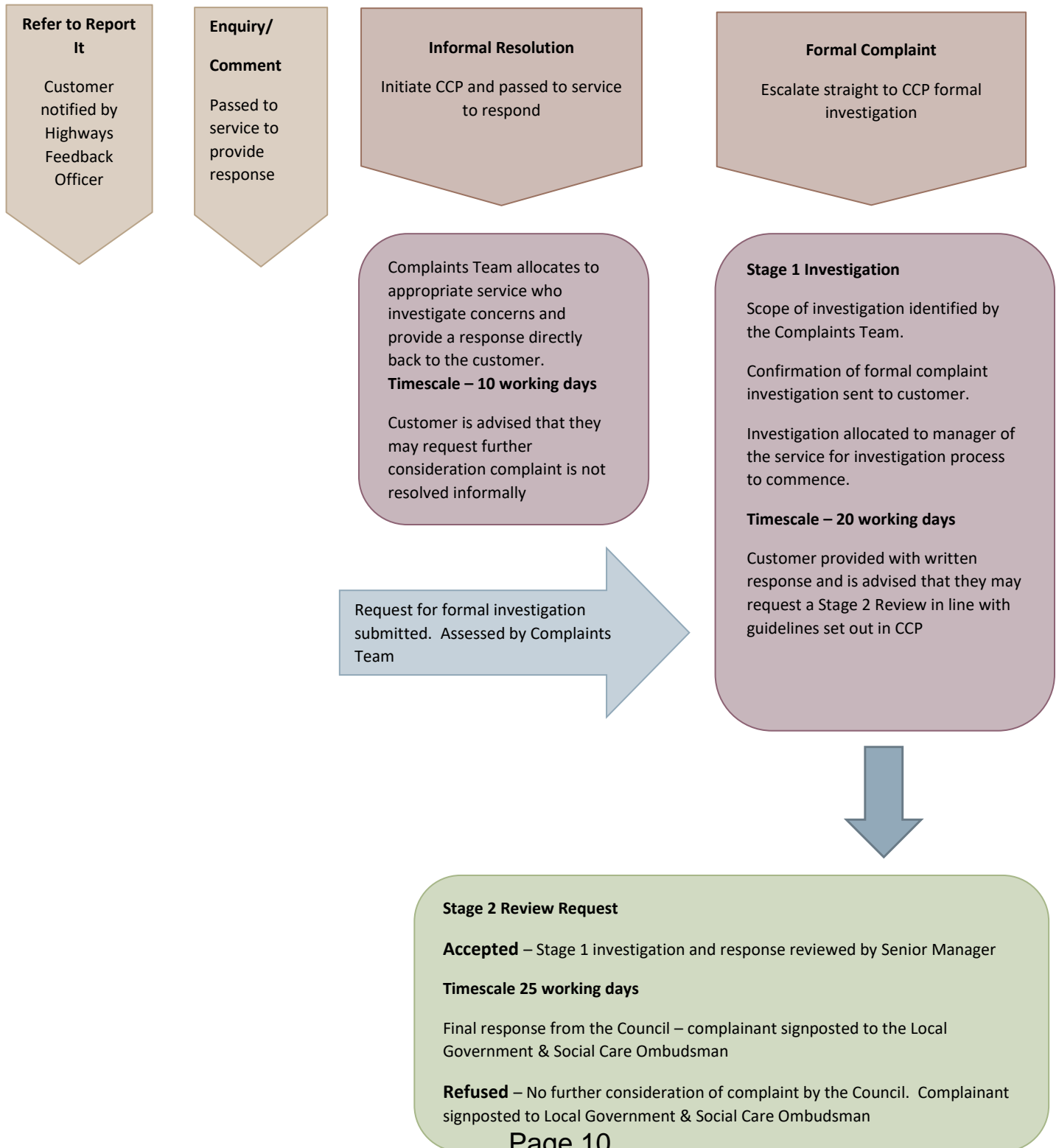
It is important to note that there are a number of exclusions within the Corporate Complaints Procedure and not all complaints will be addressed under this procedure, even if the resident has identified their concerns as a complaint. The following are examples of exclusions under this procedure:

- First time request for service
- Certain highways issues
- Suggestions for improvements to council services
- Council action or lack of action that affects more than one individual, such as local highways or community issues
- Claims for damages
- Matters where an alternative and more appropriate course of action exists

## The Corporate Complaints Procedure (CPP)

Complaint/feedback received by the Council

Details of the complaint are assessed by the Complaints Team for allocation to the relevant process. The assessment can include reference to relevant policy/procedure/process, records held by the Council, information sought from the service area



## The Role of the Complaints Team

The Complaints Team are responsible for assessing complaints that are received by the Council. All complaints are screened to identify the most suitable way to address the issues raised.

As part of the screening process, the Complaints Team will define the issues that require investigation from the information submitted by the complainant. Defining complaints or statement of complaints has several benefits including

- Assists the allocated Investigating Officer in identifying the key issues that require investigation
- It ensures that each complaint is considered separately and provides the complainant with a clear decision as to whether their complaint has been upheld or not
- Captures themes and trends for reporting purposes

Each complaint will be signed off by either a Complaints Officer or Complaints Team Leader to ensure that the areas for investigation have been correctly identified and that they have been entered into the most appropriate procedure. It is vital that a complaint is dealt with via the correct process from the beginning to avoid any potential future maladministration

Formal complaints are coordinated via specific statutory and corporate policies and procedures to manage this. Issues that are not eligible for handling under the formal complaint's procedures will be directed as appropriate.

Complaints are directed to the relevant service area, and progress is monitored to ensure that a response is provided in a timely manner and within corporate timescales. The procedure requires complaints to be responded to at the point of service delivery. This gives the service area subject of the complaint the opportunity to respond to any concerns raised about it. The manager of the service is also best placed to provide a knowledgeable and comprehensive response to the complaint. They can identify where things have gone wrong and propose a suitable remedy to the complainant.

The Complaints Team do not usually provide a response to complaints unless in exceptional circumstances. This is to provide the resident with confidence that the team offers an impartial service that can support them in making representation to the Council. The team provides advice to persons wishing to use these procedures and also offers staff members support and guidance on how to appropriately handle and respond effectively to complaints about the Council.

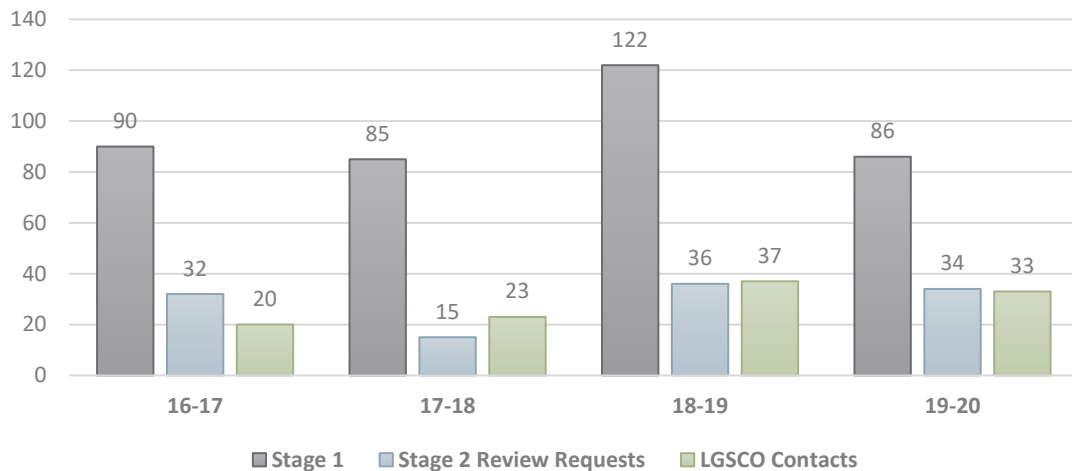
A comprehensive reporting timetable ensures that data on the types of feedback is shared within the Council. This valuable information provides insight into the views of our residents and can be used to inform future service planning.

## Collation of Data

Complaints are collated on a bespoke database that records details of the service subject of the complaint, the nature of the complaints raised, the outcome and remedies/learning.

## Overview of Complaint Volumes

The following chart provides information on the number of Stage 1, Stage 2 Review requests and Local Government and Social Care Ombudsman's contacts during 2018-19 in comparison with previous reporting years.



There has been an overall decrease in the number of complaints handled under the Corporate Complaints Procedure during 2019-20 in comparison with 2018-19.

2019-20	Stage 1	Stage 2 Review Requests	LGSCO Contacts
<b>Economy, Infrastructure &amp; Skills</b>	<b>63</b>	<b>32</b> 25 Stage 2 7 Refusals	<b>27</b> 10 Investigations
<b>Families &amp; Communities</b>	<b>6</b>	<b>0</b>	<b>1</b> Not Investigating
<b>Corporate Services</b>	<b>17</b>	<b>2</b>	<b>5</b> 3 Investigations 2 Not investigating

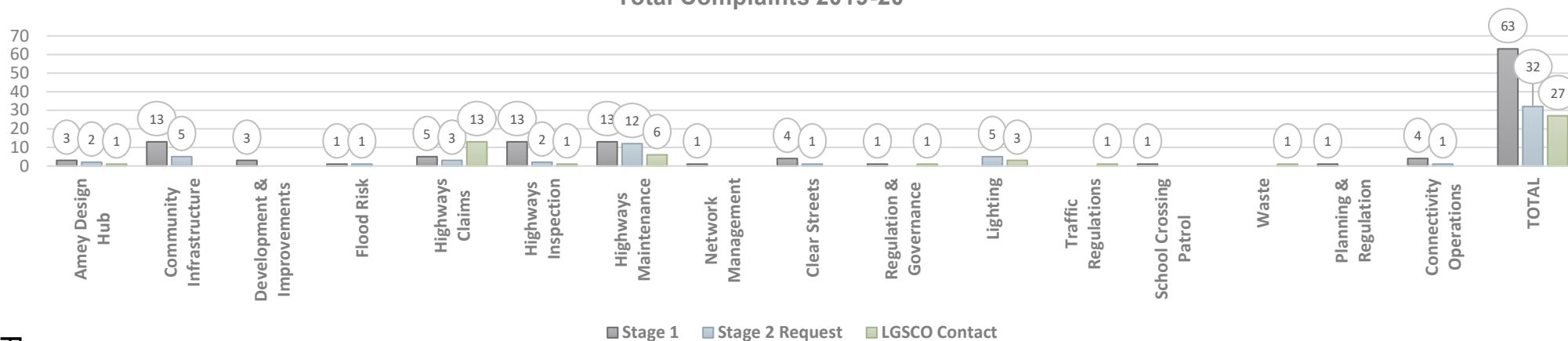


**Stage 1 Investigations – down by 30%**

**Stage 2 Review Requests – down by 5%**

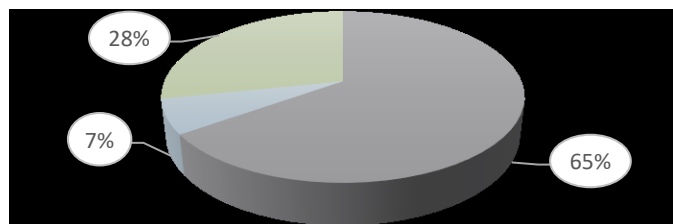
**LGSCO Contacts - down by 11%**

**Total Complaints 2019-20**



Page 13

**Performance**



■ Within Timescale ■ Agreed Extension ■ Over Timescale

**Outcomes:**

	Stage 1	Stage 2	LGSCO
Upheld	22%	9%	7%
Partially Upheld	17%	16%	-
Not Upheld	56%	38%	26%
Not Investigating	-	-	67%

**Reasons for Complaint:**

**70%** of complaints were related to services issues:

**40%** - Service not provided

**30%** - Quality of service

**Compliments:**

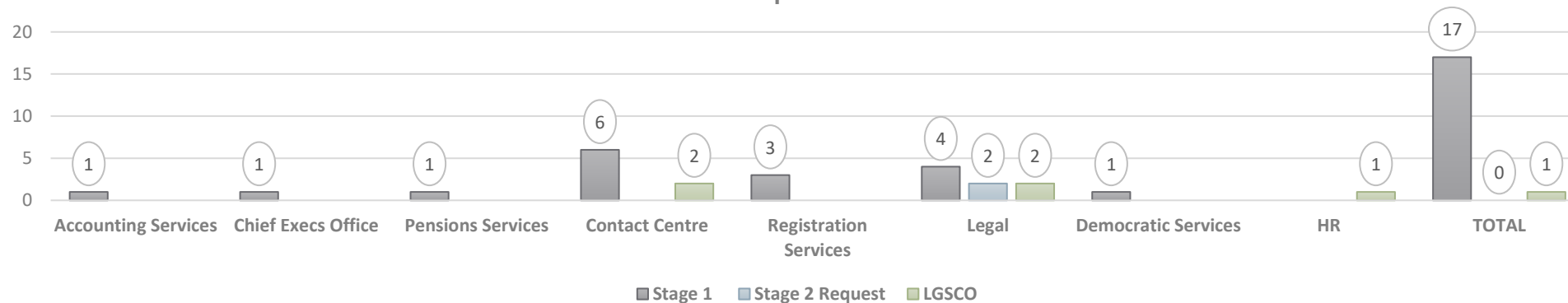
**Highways 19**

**Waste 1**

**Connectivity Operations 1**

## Corporate Services

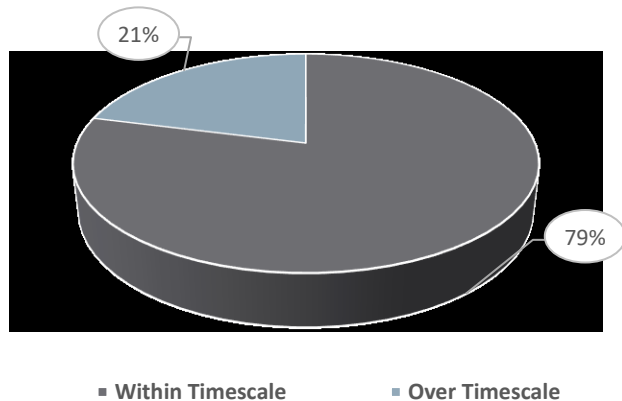
### Total Complaints 2019-20



### Outcomes:

	Stage 1	Stage 2	LGSCO
Upheld	41%	-	-
Partially Upheld	18%	-	-
Not Upheld	41%	100%	20%
Not Investigating	-	-	40%
Investigation Ongoing	-	-	40%

### Performance



### Reasons for Complaint:

**41%** of complaints were related to service issues

**29%** of complaints were about staff professionalism

**6%** of complaints were disagreement with Council decision

### Compliments:

**Access Team 3**

**IGU 3**

**Contact Centre 3**

**Legal Services 2**

**Democratic Services 2**

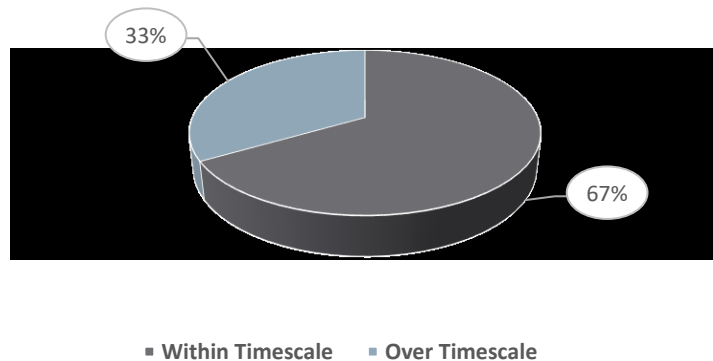


## Families and Communities

Total Complaints 2019-20



### Performance



### Outcomes:

	Stage 1	Stage 2	LGSCO
Upheld			
Partially Upheld			
Not Upheld			

### Reason for Complaint:

**50%** of complaints were in relation to staff professionalism

**33%** of complaint were about the quality of service

**17%** of complaints were regarding disagreement with a Council action

### Compliments:

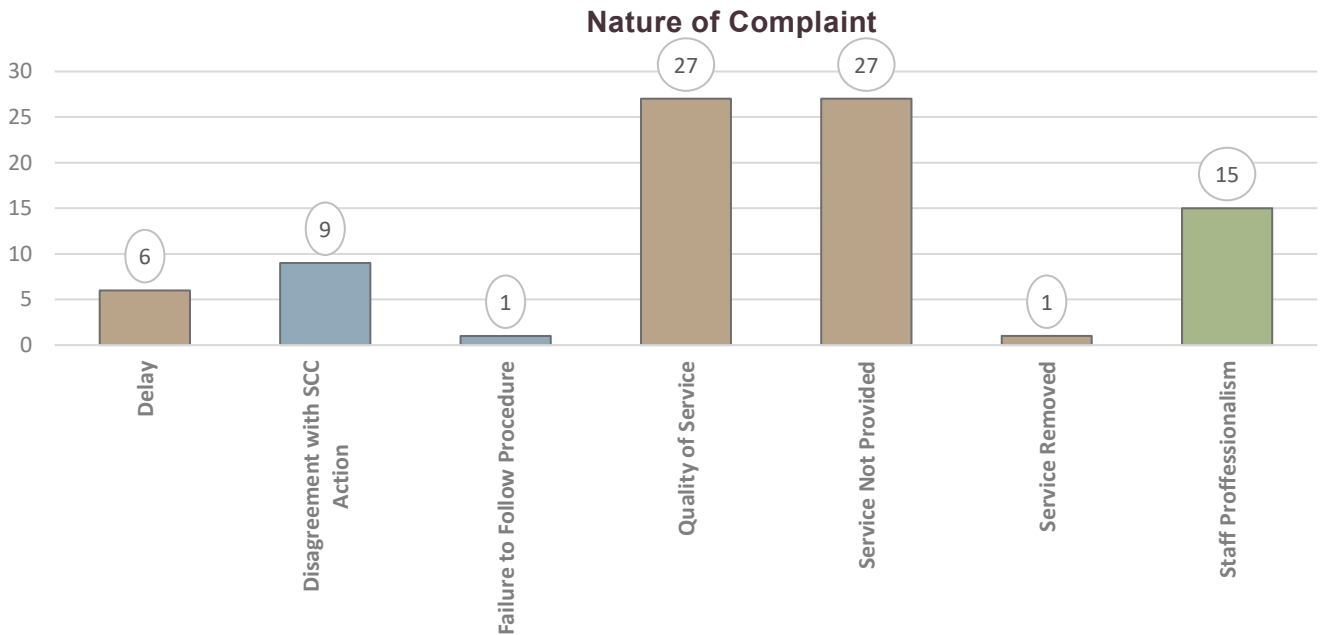
Trading Standards **4**

Archives **23**

Libraries **10**

Rights of Way/Country Parks **1**

## Overview of Stage 1 Complaints

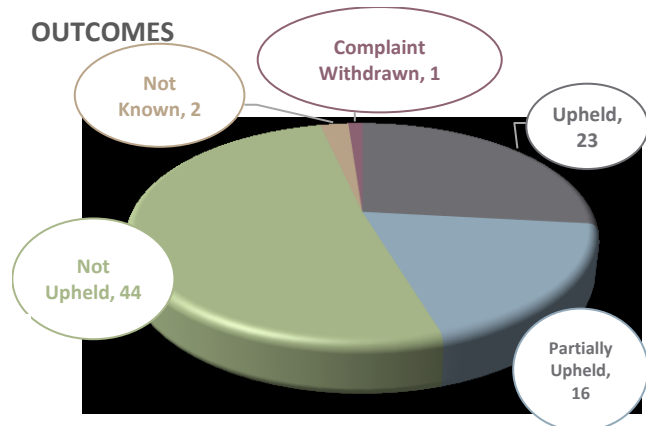


Most complaints that were made during 2019-20 were about service issues (71%). However, whilst 2018-19 saw a higher number of complaints received, service-related complaints were lower during that reporting period (63%) in comparison with 2019-20. The majority of service complaints were regarding highways maintenance and inspection.

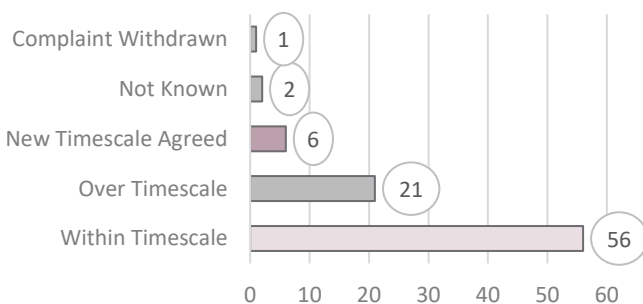


51% of complaints investigated and responded to under Stage 1 were found to be Not Upheld. This is a decrease in comparison with 2018-19 which saw 64% of complaints Not Upheld.

### OUTCOMES



### Performance



Services achieved a 65% compliance rate in respect of the Councils corporate timescales for responding to Stage 1 complaints.

## Overview of Stage 2 Reviews

2019-20 saw a total of 34 requests for escalation to a Stage 2 Review from complainants following receipt of the outcome of the investigation into the Stage 1. Of these, 27 Stage 2 Reviews took place and 7 were refused.

The table below provides information on the nature of complaint and outcomes in respect of the Stage 2 Reviews that were carried out.

Service	Nature of Complaint	Outcome
<b>Amey Design Hub (1)</b> <b>Community Infrastructure (3)</b>	Disagreement with Council Decision	Not Upheld
	Service Not Provided	Not Upheld
	Service Not Provided	Not Upheld
<b>Flood Risk (1)</b> <b>Highways Claims (3)</b>	Quality of Service	
	Disagreement with Council Decision	Partially Upheld
	Delay	Partially Upheld
<b>Highways Inspection (1)</b> <b>Highways Maintenance (10)</b>	Quality of Service	Partially Upheld
	Quality of Service	Not Upheld
	Disagreement with Council Decision	Not Upheld
	Delay	Complaint Withdrawn
	Disagreement with Council Decision	Not Upheld
	Service Not Provided	Not Upheld
	Service Not Provided	Partially Upheld
	Service Not Provided	Partially Upheld
	Service Not Provided	Not Upheld
	Service Not Provided	Not Upheld
<b>Lighting (4)</b>	Service Not Provided	Not Upheld
	Quality of Service	Upheld
	Delay	Not Upheld
	Disagreement with Council Decision	Not Upheld
	Disagreement with Council Decision	Not Upheld
<b>Clear Streets (1)</b> <b>Legal Services (2)</b>	Service Not Provided	Upheld
	Quality of Service	Upheld
<b>Connectivity Operations (1)</b>	Service Not Provided	Not Upheld
	Service Not Provided	Not Upheld
	Disagreement with Council Decision	Response Not Shared

	2016-17	2017-18	2018-19	2019-20
<b>Total Number of Stage 2 Review Requests Received</b>	<b>32</b>	<b>15</b>	<b>36</b>	<b>34</b>
Request for Stage 2 Review Granted	85%	87%	78%	79% (27)
Request for Stage 2 Review Refused	13%	13%	22%	21% (7)
Stage 2 Review - Upheld	8%	0%	7%	11% (3)
Stage 2 Review – Partially Upheld	45%	9%	32%	19% (5)
Stage 2 Review – Not Upheld	49%	91%	57%	56% (15)



There has been an escalation in the number of Stage 2 Review requests received during 2019-20. 40% of complainants were unhappy with the Stage 1 investigation in comparison with 29% during 2018-19.



Out of the 34 Stage 2 Review requests received, seven were refused further escalation through the complaints procedure and were referred to the Local Government and Social Care Ombudsman.



Following further consideration at Stage 2, 56% of complaints remained Not Upheld with only 3% being upheld.

## Local Government and Social Care Ombudsman

The Ombudsman investigates complaints about the actions taken by or on behalf of a council or authority. The service is independent, free and impartial. The Local Government Act gives the Ombudsman the powers of the High Court to require the production of evidence or witnesses.

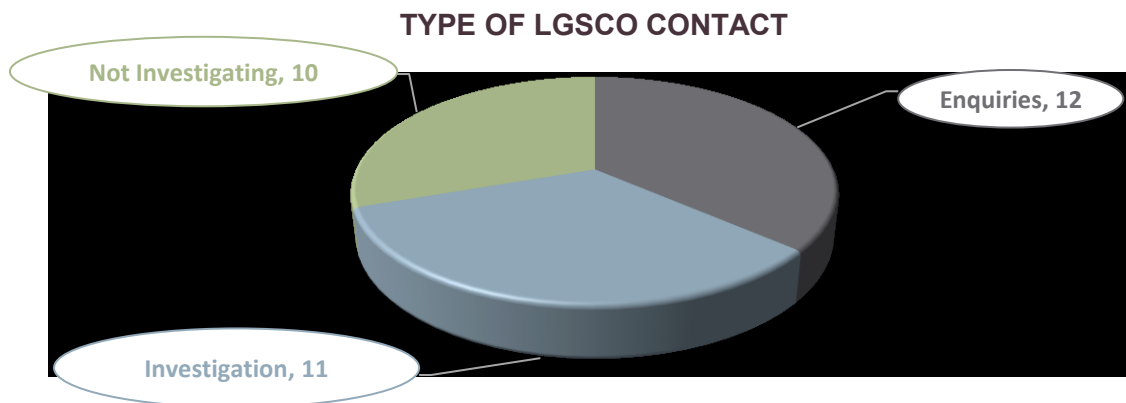
The main statutory functions for the Ombudsman are:

- to investigate complaints against councils and some other authorities
- to investigate complaints about adult social care providers from people who arrange or fund their adult social care (Health Act 2009)
- to provide advice and guidance on good administrative practice.

When investigating a complaint, the Ombudsman will look at whether there has been evidence of fault by the council and any injustice caused to the complainant. Following this the Ombudsman will recommend a proportionate appropriate and reasonable remedy to the complaint.

A total of 33 contacts were received from the Ombudsman during 2019-20.





Not all contacts from the Ombudsman result in an investigation. The above chart illustrates that out of the 33 contacts received during 2019-20, only 11 detailed investigations took place.

**Enquiries** – These instances are where the complainant has approached the Ombudsman with their complaint. The Ombudsman will then contact the Council to ask for further information in order to consider whether they will carry out a full investigation into the complaint. Should the Ombudsman decide that they will not carry out a detailed investigation, the complaint will be closed

**Not Investigating** – On occasion, the Ombudsman may receive a complaint that it will not investigate. Reasons for this can be as follows:

- Alternative legal remedy
- Insufficient fault of justice
- Complaint referred to the Ombudsman over one year after the incident subject of the complaint occurred

**Investigation** – An investigation will take place if the Ombudsman is of the view that the issues raised meet the tests set out in its Assessment Code. The Council will be advised of the investigation and the Ombudsman will specify what information it requires from the Council in order to investigate the complaint. Once the investigation has been completed, Draft Decision will be issued, and the Council and complainant will be invited to comment on this. The Ombudsman will then issue its Final Decision Statement on the complaint which details its findings and any recommendations that it expects the Council to implement. This can include changes to procedure or practice and financial payment to the complainant.

Service	Outcome	Remedy
Amey Design Hub	No Fault, No Injustice	-
Contact Centre	Ongoing	-
Highways Claims	No Fault, No Injustice	-
Highways Inspection	Maladministration	Apology, £150 payment, procedure review
Highways Maintenance	No Fault, No Injustice	-
	Fault, Injustice	Apology, £100 payment
	Outside Jurisdiction	-
Traffic Regulation	No Fault, No Injustice	-
Legal Services	Ongoing	-
	No Fault, No Injustice	-

#### Remedies:

- To send Mr X a written apology and £250 in recognition of his time and trouble arising from its failure both to send timely and effective responses to his letters.
- To write to Mr X confirming if the concrete blocks must be removed and, if so, proposing how and by when to achieve their removal.
- To review how its Highways Department communicates with residents. (The review should include publishing time targets for the Highways Department to respond to residents written correspondence. The review should also aim to improve information sent to residents about alleged obstructions, so it is clear what land/obstacles the Council is referring to.)
- Within 10 working days of completing the review, to send information to Highways officers about its results, including time targets for providing written responses on residents' correspondence.
- Apologise to Mrs X for the failings in its management of the works and responses to her concerns.
- Pay Mrs X £100 in recognition of the avoidable inconvenience caused to her.

The Council has accepted the above recommendations have been implemented. Evidence of implementation has been provided to the Ombudsman who have advised that they are satisfied with the Councils actions and the complaints have been closed. The Ombudsman publish details of investigations on its website. Further information about the above complaint investigations and Final Decisions can be found at:

<https://www.lgo.org.uk/decisions/transport-and-highways/other/18-018-106>

<https://www.lgo.org.uk/decisions/environment-and-regulation/drainage/19-008-553>

#### Learning from Complaints:

All officers investigating and responding to complaints are encouraged to document any identified learning that have arisen from the investigation in order that this information can be used to improve existing practices. Sharing details of the complaint and investigation are also done in team meetings in order to allow teams to contribute to future service improvements.

Examples of learning during this reporting period are:

##### **Highways:**

*The process of dealing with Penalty Charge Notice (PCN) cheque payments received by the Council has been reiterated to the Cash Receipting Team and that the banking stationery has been amended to include a tick box indicating whether or not PCN related cheques have been banked.*

*Complaint investigation shared with the Operational Control Room Manager to ensure that when operatives identify defects during works, these are recorded in accordance with our current protocol.*

*Details of complaint investigation and response will be shared with members of my team and the local Technical Review Officer for the area, owing to potentially unresolved issues associated with the connection from your drainage system to the highway drainage system that you appear to have inherited from the previous homeowner, and for their awareness should you require further assistance/advice in this regard*

*A review of the procedure for letters issued to landowners in relation to matters affecting the highway is currently ongoing, but the Council will ensure that the review includes: The visibility and accessibility of*

*information held by the Council for its officers, regarding the extent of Highways Maintainable at Public Expense • The contact information provided on letters sent by the Inspection Team. • The tone, wording,*

*content and accuracy of letters sent by the Inspection Team. In addition: • The current template letters used by the Inspection Team will be checked for any reference to outdated communication channels so that these can be removed.*

*Improvements to be made in respect of how drainage asset information is collated and how maintenance works are recorded against each asset.*

*A review of timescales between issuing letters of invitation to public consultation events and the events taking place with an aim to determine an appropriate minimum period.*

*Staff will be reminded of the importance of ensuring that all emails received into the inbox are actioned. This is to include either forwarding to the relevant service area or information provided to the member of the public to re-direct the enquiry to the appropriate reporting system*

*The Council will review the information/guidance it provides about vehicle types, as part of the application process for Disabled Persons Parking bays*

*Our Network Management Unit will liaise with the Inspection Team to review the current process in relation to reports received about roadworks, and review whether any retraining of existing processes is required*

*A reminder to officers of the importance of ensuring that responses are dealt with in accordance with the timelines set out in the Corporate Complaints procedure and that if this is not possible, the complainant is kept informed of any delays and the reasons for that delay.*

*That data is correctly provided, analysed and interpreted with particular awareness of the way data is provided in technical reports and then interpreted for public use.*

*Consider how the Council might improve its automated communications for identified works when these have not yet been assigned a works order number.*

#### **Contact Centre:**

*Each Customer Service Advisor involved has received additional training in Rights of Way and further training has been arranged for all other advisors in Customer Services on the Rights of Way system.*

#### **Registration Services:**

*Re-enforce to staff of the expectation that customers are to be seen together, and to include all parties present when registering a death and referring to the Coroner.*

#### **Changes to the Corporate Complaints Policy:**

A review of the Corporate Complaints Procedure was carried out during 2019. This review resulted in a more effective, resolution-focused way of handling complaints. An Informal Resolution stage was introduced whereby initial complaints are directed to the service that is the subject of the complaint so that it can take the necessary steps to resolve the concerns raised. Informal Resolution is normally used for concerns that are first time notifications of an issue, are straightforward and can easily be resolved by little or no investigation. Concerns not resolved following Informal Resolution have the option to request further escalation under Stage 1.

In circumstances where the issues raised are complex or require a detailed investigation (staff interview, file and records review) then the complaint would go straight to Stage 1. To reflect the need for a comprehensive investigation the timescales for Stage 1 complaints was extended to 20 working days.

Exclusions to the Corporate Complaints Procedure were also introduced in relation to specific highways related complaints. The following are not accepted as complaints by the Council:

- First-time notification of a defect.
- A request for an update on the progress of a defect that has previously been reported.
- Notification that the condition of a previously reported defect has deteriorated.
- Defects that have not been repaired but have been categorised and the associated timescale for repair has not been exceeded.
- Disagreement with the categorisation of a defect following inspection.
- Requests to re-open a closed report.

Highways inspections are carried out in line with the Highways Safety Inspection Code of Practice and defects are assessed and prioritised for repair in accordance with this. The scheduling of identified repairs is based on order of priority and the complaints procedure is unable to influence the inspection process and escalate the repair of lower priority repairs above more urgent defects that are awaiting action.

A further change to the process was the focus of accepting complaints under the Corporate Complaints Procedure whereby the complainant potentially was or could be directly affected by the issues raised. Complaints about Council action or lack of action that affects more than one individual and whereby the complainant is not the person primarily affected would not be addressed formally but directed to the service concerned.

## 2019-20 - Key Messages:

- The 2019-20 data shows that overall, the number of complaints at all levels of the procedure has declined in comparison with the previous reporting year. However, the reduction in the number of highways complaints can be attributed to the review and subsequent changes made to the Corporate Complaints Policy part-way through the reporting year.
- Complaint numbers can fluctuate, and it can be difficult to anticipate the volume of complaints that the Council may receive. An increase or decrease does not necessarily indicate that there is a specific area of concern unless the complaints received are about the same issue and the same service area.
- Whilst consideration should always be given to the number of complaints received, it is important that in conjunction with these statistics that we also examine the number of complaints that were found to be upheld following investigation. The majority of complaints have been found to be not upheld at Stage 1 which is a positive indication that whilst citizens have found it necessary to register a complaint with the Council, not all investigations have resulted in identified service failure.
- Although Stage 1 complaint numbers have reduced, there has been a marked increase in the number requests for escalation to Stage 2 indicating a higher level of dissatisfaction with the Stage 1 investigations and outcomes. Escalation to Stage 2 is not automatic and a review will not re-investigate the complaint. Its purpose is to provide the complainant with the opportunity to state where they feel that the Stage 1 complaint was not adequately investigated at Stage 1 or whereby relevant evidence was not considered as part of the investigation. A Stage 2 Review will not take place based solely on the complainant's disagreement with the Stage 1 outcome and if insufficient reason is provided by the complainant in the request to escalate to a Stage 2 Review then this will not be granted.
- Outcomes of Ombudsman investigations are generally positive with two out of 11 investigations resulting in a finding against the Council



## The Complaints Team

The Complaints Team is responsible for managing the following processes:

- The Local Authority Social Services and National Health Service Complaints (England) Regulations 2009
- The Children Act 1989 Representation Procedure (England) Regulations 2006
- The Corporate Complaints Procedure
- MP and Public Enquiries to the Chief Executive and Senior Leadership Team

As a central function of the Council, the team deals with a wide range of matters that often do not fall within the above processes or procedures. It is the aim of the team to resolve these types of queries as soon as possible usually by providing resolution or by signposting to an alternative route.

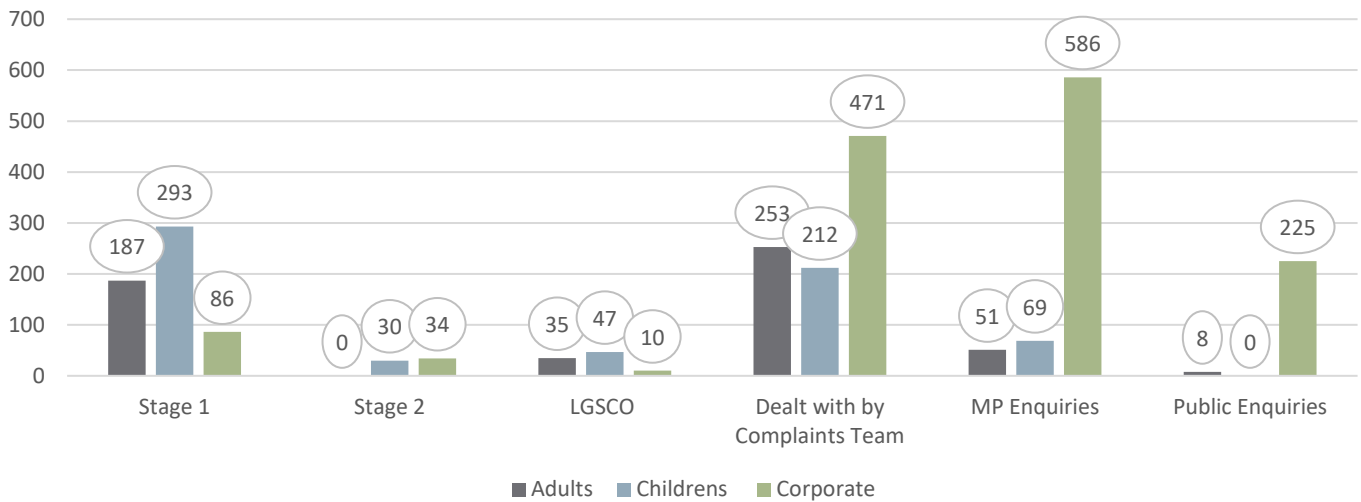
The table below shows the types of contact received during 2019-20 which have been dealt with by the Complaints Team and are in relation to Corporate Services, Economy, Infrastructure and Skills and Families and Communities.



Whilst the team's primary function is to manage complaint and MP/Public Enquiry processes, a significant number of matters are reported to the Complaints Team that do not fall within these processes. Development work has been carried out on the Council's Complaints webpages to provide information to residents about how they can report claims, road defects and other service issues to the Council. Despite clear information being available, the Complaints Team continue to receive a volume of emails and online forms about matters that are not appropriate for the Corporate Complaints Procedure. These are represented in the above chart under Highways Report It, Highways Enquiries and Refer to Online Claim Form.

Matters categorised as Duty are complaints or enquiries that are outside the remit of the Corporate Complaints Procedure and work is undertaken by the Complaints Team to provide a response to the citizen. The input by the Complaints Team can include liaising with the service area for background information and depending on complexity of the issues raised, this can take between 1 working day to several weeks of case management to conclude.

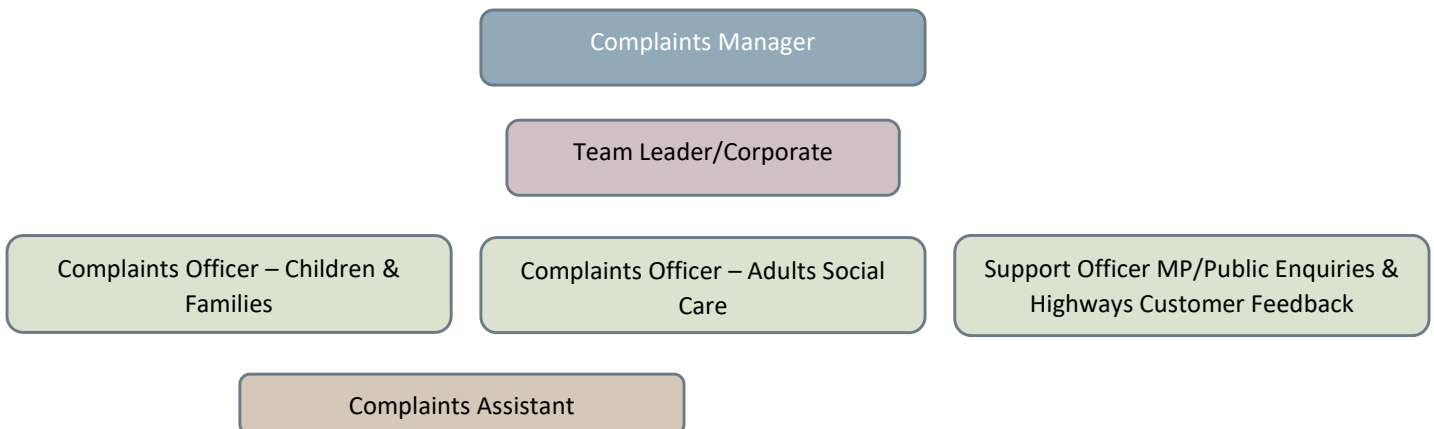
Complaints Team 2019-20



Dealt with by Complaint's Team includes:

- Re-direction to other organisations
- Informal Resolution
- Complaints or enquiries that are outside of complaints procedures but require further investigation and response
- Re-direction to other Council services

Complaints Team Structure:



Service Developments:

Database – The team continues to review the functionality of its current database and work is being undertaken in this area to look at how complaint themes and learning can be more effectively disseminated through the organisation

Webpages – In line with the Council's digital objectives, citizens are encouraged to access the complaints service via online channels.

Internal complaints handling – Publicise the Corporate Complaints Procedure internally to ensure that all staff understand that they can take a complaint from a citizen and understand circumstances whereby they can either take action to try and resolve the concerns at the point of receipt or if this is not possible, refer the matter to the Complaints Team.

Improve Local Government and Social Care Ombudsman investigation handling – The LGSCO Annual Letter identified areas that could be improved on in respect of this Council's response to Ombudsman enquiries, investigations and the implementation of Ombudsman recommendations following an investigation. These areas are being addressed and strategies including improved communication with the Ombudsman office during investigations is now part of complaint handling practices. Information is also being drafted for services to ensure they understand the importance of full co-operation and timely and comprehensive response to investigations and the implications should this not occur. The Council has also participated in a pilot scheme with the Ombudsman's External Relationships Officer to further understand how improvements can be made.

Complaints procedures – Regular review of all processes that support corporate and statutory complaint procedures to ensure that these are robust enough to withstand scrutiny by the Local Government and Social Care Ombudsman.



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

## **Corporate Review Committee – 17<sup>th</sup> November 2020**

### **Integrated Performance Report – Quarter 2, 2020/21**

#### **Recommendations**

I recommend that:

- a. Committee Members note and challenge performance and advise of any further information and/or action required.

#### **Report of the Leader of the Council and the Cabinet Member for Finance**

#### **Summary**

##### **What is the Select Committee being asked to do and why?**

1. 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.
2. We recommend that Corporate Review Committee notes and challenges performance and advises of any further information and/or action required.

#### **Report**

##### **Background**

3. The Integrated Performance report is considered by Corporate Review Committee on a quarterly basis.

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

### 4. Summary



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

### 6. Health and Care

7. Significant work has been underway in Health and Care's recovery of services and priorities.



8. The Council has developed and implemented a COVID-19 Local Outbreak Control Plan to facilitate the effective management of outbreaks. To date early identification and prompt action has helped contain several recent outbreaks, including Stone, Burton and Silverdale.

9. COVID-19 cases in Staffordshire have been rising, following the national trend. In the 7 days up to 8<sup>th</sup> October, there were 922 cases of COVID-19 in Staffordshire, a rate of 104.8 per 100,000 population. This is lower than the regional and national rates (109.8 and 141.1 respectively). Preparations are well underway for winter planning, with additional capacity being secured to deal with the increase in cases and incidents and potential second wave of COVID-19. Residents can keep up to date with the latest case figures in Staffordshire, including a district breakdown by clicking [here](#).

10. Building on the "Rule of Six", a number of updates to national Coronavirus restrictions were announced on 22<sup>nd</sup> September in a bid to stop the spread of COVID-19. In parts of Burton the number of cases has been rising, with further restrictions in addition to the national guidance, which can be viewed [here](#).

11. The NHS COVID-19 app and QR check-in launched on 24<sup>th</sup> September in England and Wales. This means that certain premises, including council-run venues, will be legally required to display NHS QR code posters. The Council has been working closely with partners to make sure that venues across Staffordshire are prepared ahead of the roll-out. Staffordshire residents are now being urged to download the NHS COVID-19 app to aid effective contact tracing.

12. By mid-August more than 3 million items of personal protective equipment (PPE) have been delivered by the Council to front line care staff, social workers and other roles in direct contact. This has helped ensure every care home and care provider in Staffordshire has what it needs to care for the most vulnerable. Ongoing work to source further PPE supplies continues, in the event of future outbreaks causing further shortages.

13. During the height of the pandemic the creation of a shortened assessment for care and support was introduced, which led to a backlog of Care Act assessments and reviews. During this quarter, significant progress has led to all backlogs now being cleared.
14. However, in the adults' safeguarding service an increase in its waiting list is currently being experienced, largely due to increased demand and reduced capacity. In response to this, plans have been put in place for Adult Social Care teams to prioritise the work for completion, whilst ongoing transformation work is seeking to identify future capacity requirements.
15. The Council's Supportive Communities programme continues to be expanded as a result of the rise of volunteering and community action during the pandemic. Staffordshire County Council and Support Staffordshire joined forces to develop and implement a digital solution for community volunteering, called 'Do It-Staffordshire'. This was launched in August and by the end of September over 500 volunteers had signed up to the site, with the aim of achieving 1,000 by the end of October 2020.
16. The Council's Public Health & Prevention Strategy has also been refreshed, with a £750,000 investment programme agreed to mitigate the ongoing public health risks from COVID-19, such as obesity, mental ill health and addiction. Initial investment will focus on delivering a newly launched #DoingOurBit Community Grant fund, expansion of stop smoking service for up to an additional 1,500 residents and the launch of a new workplace health scheme.
17. Ensuring care market resilience has continued to be a key part of recovery operations. The Council provides ongoing support to care providers with infection prevention and control to help prevent and manage outbreaks. Furthermore, a review of future care market capacity has commenced to better understand the requirements of the care sector in the context of COVID-19. Alternative models to building based day services and replacement care have also been trialled, where appropriate.
18. Within the service much work has been done to embrace the learning from the Council's response to the pandemic. More agile and flexible working practices has been required, with virtual social work practice now being embedded where appropriate. In particular, video and telephone social care assessments and reviews routinely continue to help prevent the spread of infection to vulnerable people. Other improved ways of working include the extension of the First Contact role in completing assessments quickly and effectively.
19. Further work is planned to resume pre-COVID work, such as delivery against the targeted reviews programme to ensure people continue to receive the appropriate level of support. In addition, work is underway with NHS colleagues to improve the urgent care pathway by identifying the right hospital discharge options for people, whilst maximising the opportunities offered from assistive technology and growing community capacity.

20. From a Finance perspective, the Health and Care forecast outturn at Quarter 2 is a saving of £0.878m. There remains a range of high risk Medium-Term Financial Strategy (MTFS) savings within this area, with the directorate seeking alternative savings where necessary. In addition, the level of client debt is above target and work is ongoing to recover this. The forecast financial impact of COVID-19 for the directorate is £26.385m. The longer-term financial impact of COVID-19 is not yet clear but will undoubtedly affect the MTFS in future years.

## 21. Families and Communities



22. Both recovery and day to day service activity continue to take place across the service. Ongoing work with schools has helped ensure the safe opening of schools into the summer and to prepare for a full re-opening to all pupils in September, with 92% of children in attendance during the first week. Moving forwards a key focus of our activity will be to work with schools and childcare providers to ensure education provision remains open, as part of managing any local outbreaks.

23. Funding from Department for Education has been awarded, up to £469,000, to place social workers in schools, as part of a trial scheme to embed social work practice within these settings. This will help social workers in the early identification of risks and ability to offer support to young people and families. Staffordshire is one of just 21 local authorities selected for the extended national trial, which will run from September until summer 2021.

24. Work has also continued to implement an Emotional Wellbeing in Schools programme. The Department for Education (DfE) and Department of Health and Social Care (DHSC) have funded approximately £180,000 to support schools with the emotional impact of COVID-19. Funding is being used to better equip schools and colleges to promote emotional wellbeing, including delivery of appropriate training and ongoing advice and support.

25. In September 2020, the number of Staffordshire Children in our Care increased slightly to 1,250 from 1,246 in July 2020. This increase is partially due to court delays caused by COVID-19. The current rate is 74 per 10,000, higher than the national benchmark (65 per 10,000 in 2019) but lower than regional (83.6 per 10,000 at end of June). The number of children subject of a Child Protection Plan is 700 and has remained relatively stable for the previous 9 months, with a current rate of 41 per 10,000. This is in line with the most recent national benchmark (41 per 10,000 in 2019) and lower than the regional rate (47.9 per 10,000 at the end of March).


26. Work on transforming the Children's system has restarted, specifically the development of a proposed district model and pathways and processes for support. The SEND transformation has been considered a priority and therefore continued throughout the pandemic. Governance arrangements have been revised, with the creation of a new countywide Inclusion and SEND Partnership Group, who met for the first time in August, to oversee and shape this area of work. SEND public engagement restarted in the summer, using online methods, with public consultation planned for the Autumn. Findings will be used to inform the



development of a Staffordshire SEND strategy. A full progress report is being considered by Cabinet in November 2020.

27. Furthermore, considerable progress has been made to address the timeliness and backlog of Education, Health and Care Plans (EHCPs). Dedicated resource, improved data reporting and adjustments to processes has resulted in 70% of the EHCP backlog being cleared. This has led to 33% of all EHC Plans being issued within 20 weeks, up from 13% in January 2020. Improvements in timeliness can also be seen for the issuing of new EHCPs, with 86% of plans completed within the 20-week timescale.
28. During 21<sup>st</sup> to 25<sup>th</sup> September Private Fostering Week was held, highlighting the vital support available to private foster carers in Staffordshire, as part of our role in helping to keep children safe. This support ranges from advice and support for parents, training, benefits advice and helping to bring families in crisis back together.
29. Children's Centres have recommenced childcare provision, including resuming Family Time as a key priority for supporting Children in our Care. The creation of Family Hubs in each District is providing much needed additional support, including working with partners to deliver over 4,000 survival kits to families most in need. In addition, the Hubs have helped administer the £800,00 Defra Emergency Food Scheme to ensure families in need have access to food supplies.
30. Following the easing of lockdown restrictions, key community assets have begun to reopen across the county. Archives and Heritage services and all countryside sites and car parks have fully reopened. All 43 libraries have also reopened, and a reduced mobile library service is also operational. All Council managed libraries are offering PC access and managed browsing.
31. Despite COVID-19 restrictions, the Council's Library Service has also taken part in the annual Summer Reading Challenge aimed at children aged 4-11 years. At the start of September over 1,100 children across the county had signed up to the challenge. Staffordshire Archives and Heritage Service also launched a new project called 'Lockdown Memories', with the aim of creating a lasting record of people's experiences of the COVID-19 pandemic and lockdown.
32. In terms of the financial position at Quarter 2, for Families & Communities there is a forecast overspend of £0.875m, a decrease of £1.7m since Quarter 1. While the directorate continues to face pressures as a result of the non-delivery of prior year savings, at this time it is considered these can be mitigated through savings across service. In response to COVID-19 further overspends of £6.799m are forecast as a result of non-delivery of savings, as well as additional exceptional costs and lost income.

### 33. Economy, Infrastructure and Skills

34. An immediate focus of recovery has been to maintain service delivery and provide support where required. As the easing of lockdown restrictions continue, much work has been done to monitor and adjust operational arrangements, for example House Waste Recycling Centres have returned customer service and visits to pre-COVID levels.
- 
35. The Council has also worked closely with local District and Borough Councils across the county, assisting them with plans to safely re-open town centres for business. This joint working, alongside Staffordshire County Council's infrastructure planning, enables the Council to maximise the impact of available Government funding for Staffordshire.
36. The Council continues to support local businesses to survive, adapt and continue to operate as part of delivering its 5-year Economic Recovery, Renewal and Transformation Strategy.
37. Businesses across Staffordshire have continued to be supported by the Council and its partners through a range of targeted initiatives to mitigate the impact of COVID-19. Some specific examples include:
- Creation of a Redundancy and Recruitment Triage Service and County Wide Task Group to support businesses and individuals affected by large-scale redundancies. Potential demands on this service could increase as a result of furlough ending and a transition to the new Job Support Scheme.
  - Emergency Grant Scheme funding has safeguarded 226 local businesses. Funding also helped micro-businesses with 1,700 PPE Start Back Packs to help restart with confidence.
  - £360,000 fund for start-up businesses.
38. This support continues to be critical, with the latest out-of-work claimant figures standing at 5.1% of the local population, an increase from 4.9% or 1,015 claimants, between July 2020 and August 2020. Despite these increases claimant rates in Staffordshire remain lower than both the regional (7.4%) and national (6.6%) averages. The proportion of young claimants, aged 18-24, has increased from 3.7% in March 2020 to 8.3% in August 2020, with 'A Plan for Jobs 2020' initiatives such as the Kickstart Scheme being put in place to support Staffordshire's young people's employment prospects.
39. During Quarter 2 the Council successfully secured £10.85m investment from the Government's 'Getting Building Fund' for shovel ready and accelerated development projects, including off site access infrastructure to Drakelow Park, the delivery of the i54 Western Extension and the regeneration of Shire Hall in Stafford, among others.
40. Significant work has taken place to prepare for the full re-opening of Schools to all pupils in September. The Council's Active Travel team has worked with schools to produce 400 School Active Travel Plans to help manage congestion and safety.

The Council has also successfully worked with operators to increase network capacity for those non-eligible pupils.

41. The Council's Skills Team has supported all local colleges, training providers and universities with plans to reopen safely in September, including a blended learning offer. A key positive this quarter is Keele University and Staffordshire University have both been shortlisted for the Times Higher Education Awards 2020, University of the Year category. The awards demonstrate the county's growing reputation as a prime location for innovation and investment.
42. In response to feedback from residents and Councillors a £2 million investment, on top of the £5 million already allocated by the Council, will be made to improving problem road drains, gully emptying, additional roadside grass cutting at the end of this summer and the start of the 2021 season, and more road sweeping and weed control. The Council will also be working with landowners, or taking direct action where necessary, to make improvements to problem ditches and overhanging trees that they have responsibility for. This investment will allow the organisation to target some of the worst trouble spots and reduce the overall backlog.
43. Further work is planned to resume pre-COVID projects and programmes, such as Enterprise Centre expansion leading to more local jobs, mineral and waste site inspections, Farms Investment Programme and flood risk management programme, where access to sites has not been possible.
44. The financial position at Quarter 2 for Economy, Infrastructure and Skills is a forecast saving of £0.134m, which represents a reduction of £0.499m since Quarter 1. On top of this, the forecast financial impact of COVID-19 for the directorate is £4.684m, which is a reduction of £2.550m since Quarter 1.

#### 45. Corporate Services



46. Corporate Services is providing vital support to the Council's priority areas of recovery.
47. A significant amount of corporate support has been provided to Local Outbreak Control in the effective identification and management of outbreaks. Customer Services have completed over 1,500 local contact tracing calls to potential contacts of positive cases to help facilitate the containment of outbreaks. In addition, dedicated data and analytical support, has and continues to be core to spotting outbreaks and incidents early, to ensure action is taken to prevent the spread of the virus and protect residents. This includes the development and management of interactive dashboards that brings together a range of key COVID-19 datasets.
48. The Council's Registration Services has significantly amended their processes and methods of engagement as part of the response to COVID-19. Since mid-June, registration services have successfully addressed the backlog of birth registrations resulting from the national lockdown and accommodated approximately 1000 marriage ceremony moves to a future date. Face to face appointments are now

also available across Staffordshire for both births and marriage preliminaries, with death registrations continuing to be carried out by telephone.

49. COVID-19 has also delivered new challenges that have required involvement from Legal Services. This service has directly supported the organisation's recovery priorities, alongside carrying out their usual business of supporting vulnerable children and adults and other legal proceedings.

50. In Corporate Services the financial position at Quarter 2 is a forecast saving of £0.372m, however there is a forecast overspend in HR, which is non-delivery of 2019/20 MTFS savings, offset by a saving in ICT and Business Support. The change from the breakeven position reported at Quarter 1 is largely due to vacancies in the Commercial and Property Teams. At Quarter 2 the impact of COVID-19 is £4.857m, representing an increase of £2.104m from Quarter 1. This significant increase in the forecast is PPE in preparation for local outbreaks and a potential second wave.

### **51. Strategic Plan Principles**

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

### **53. Communities**

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

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

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

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

Communities Leadership Group to mitigate identified risks for communities as a result of COVID-19.

#### 58. Digital

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

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

#### 61. Climate Change

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

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

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

#### 65. Workforce

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

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

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

is the reduction of psychological absences, currently 2.74 days lost per employee, a reduction of 18% from last year.

### **Link to Strategic Plan**

69. Cross-cutting as the performance of the Corporate Delivery Plan represents the most significant activity that directly delivers against all areas of the strategic plan.

### **Link to Other Overview and Scrutiny Activity**

70. Detailed scrutiny of the council's activity in relation to the various areas discussed in this report takes place at the Healthy Staffordshire Select Committee, Prosperous Staffordshire Select Committee, Safe and Strong Communities Select Committee or Corporate Review Committee, as appropriate.

### **Community Impact**

71. This report represents a strategic summary of the county council's performance against key indicators, finances and delivery of priorities. The individual projects and programmes are reported separately where specific decisions are required, and community impact assessments are completed where appropriate. As such there is no community impact presented with this report.

### **List of Appendices:**

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

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# Latest Financial Summary

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

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

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

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

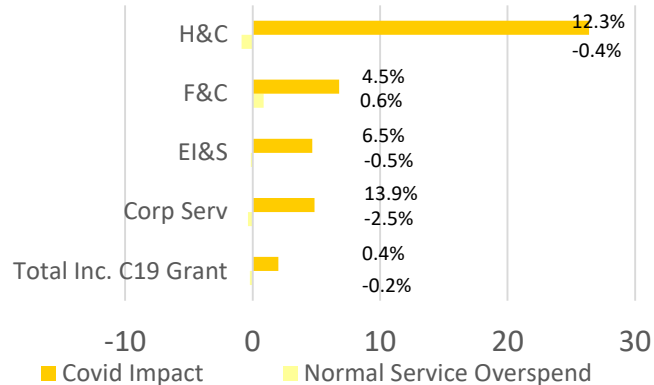
There is a forecast non-Covid overspend of £2.4m on Education Services. This is due to SEND Transport increasing costs and demand, due to increased use of single occupancy taxis.

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

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

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

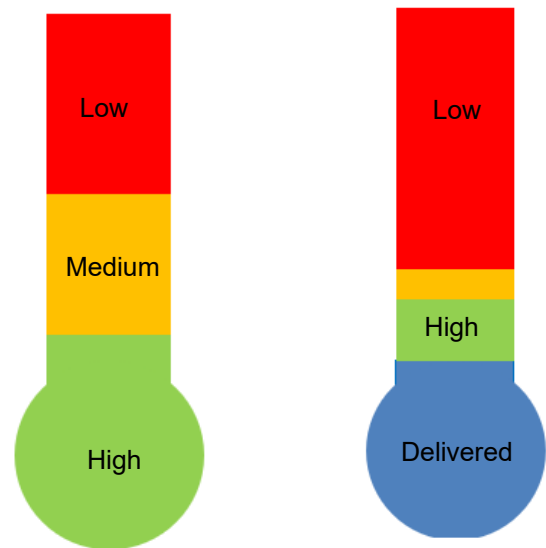
## Revenue Budget Variance



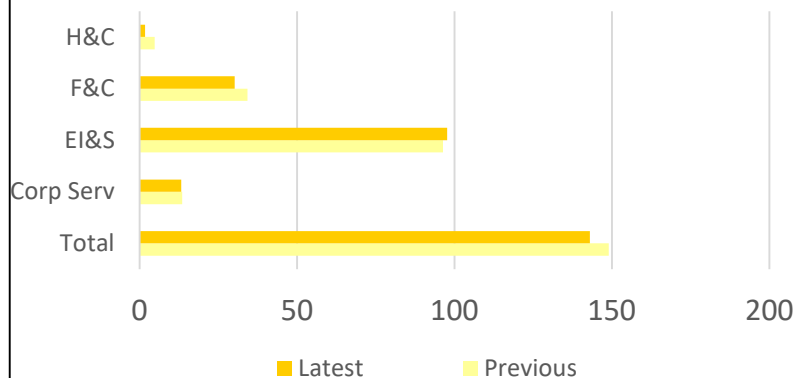
## Savings Tracker – Target £28.079m

Quarter 1 - £28.079m

Quarter 2 - £28.079m



## Capital Programme



### Introduction

#### Revenue Forecast

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

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

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

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



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

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

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

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

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

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

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

## Appendix 2 – Quarter 2 Finance Report

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

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

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

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

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



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

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

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

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

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

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

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

**84. Centrally Controlled**

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

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

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

### 88. Capital Forecast

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

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

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

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

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

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

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

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

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

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

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

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

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

### **109. Financial Health**

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

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

112. The estimated level of outstanding sundry debt over 6 months old is £19.011m, this is over the target of £14.7m by £4.311m. This is an increase of £3.045m since the quarter 1 report. The debt recovery process involves chasing by a range of methods with the eventual escalation to the external collection agent or to Legal for the possibility of a court decision to recover the debt. It should be noted that full debt recovery services have only been 'switched on' in the last 6 weeks since debt recovery was suspended from March 2020 due to Covid 19.

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

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

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

## Appendix 3 – Corporate Checklist

### **Equalities implications:**

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

### **Legal implications:**

There are no legal implications arising from this report.

### **Resource and Value for money implications:**

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

### **Risk implications:**

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

### **Climate Change implications:**

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

### **Health Impact Assessment and Community Impact Assessment screening:**

Not required for this report.

### **Report authors:**

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## Revenue Forecast Outturn 2020/21









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

**CAPITAL PROGRAMME 2020/21**

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

Financial Health Indicators 2020/21

Appendix 6

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



Local Members Interest
N/A

## Corporate Review Committee – Tuesday 17 November 2020

### Communities Principle – Update and Delivery Plan

#### Recommendation

I recommend that the Committee:

- a. Considers and discusses the contents of the attached draft Cabinet Report, its proposed recommendations, and the associated draft appendices.

#### Report of Cllr Victoria Wilson, Cabinet Member for Communities and Culture

#### Summary

1. Corporate Review is being asked to consider and discuss the contents of the attached draft Cabinet Report, its proposed recommendations, and associated appendices. The views of Corporate Review will then be used to inform the Communities Delivery Plan and shape the final version of the report before it is discussed at Public Cabinet on the 16<sup>th</sup> December 2020.

#### Report

2. This draft report will provide Cabinet with the following update on the Communities principle:
  - a. **Context** for the Communities principle, including work undertaken to date and previous discussions with Cabinet.
  - b. **Why the Communities principle is important**, what we have achieved so far, and what we want to do moving forward.
  - c. **The lessons learned during 2020**, including the response to Covid-19.
  - d. **A proposed delivery plan** for the Communities principle (Communities Delivery Plan – appendix 2)
3. The draft report currently proposes the following recommendations that Cabinet:
  - a. Considers the ‘lessons learned’ for the Communities principle in 2020.
  - b. Considers and approves the proposed plan for the Communities principle (Communities Delivery Plan)
  - c. Agrees to a further review of funding for the Communities principle which will be brought back to Cabinet for discussion in 2021.

4. This discussion with Corporate Review will be used to inform the Communities Delivery Plan and the report that will be discussed at Public Cabinet on the 16<sup>th</sup> December 2020.

### **Link to Strategic Plan**

5. As one of the four key principles in our Strategic Plan 2018-22, Communities underpins everything we do and how we work as an organisation. The Communities principle focuses on encouraging residents and communities to help themselves and each other.

### **Community Impact**

6. A Community Impact Assessment (CIA) for this work is currently being finalised ahead of Cabinet. The current draft version of this CIA has been attached for discussion.

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

Appendix 1 – Draft ‘Communities Principle – Update and Delivery Plan’ Cabinet Report

Appendix 2 – Draft Communities Delivery Plan

Appendix 3 – Draft Community Impact Assessment (CIA)

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## Cabinet Meeting on Wednesday 16 December 2020

### Communities Principle – Update and Delivery Plan



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

“Communities and their residents are at the very heart of what makes Staffordshire a strong and caring county and that was seldom more evident than during the first months of the pandemic.

At the same time residents have been clear in recent years that they want more involvement in influencing the delivery of services in their communities.

There’s no doubt that the effects of Covid-19 have affected some volunteers and charities this year, but

we intend to develop and support capacity in the voluntary sector so residents can help improve their communities to make them healthier, more independent and more resilient.”

#### **Report Summary:**

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

- a. **Context** for the Communities principle, including work undertaken to date and previous discussions with Cabinet.
- b. **Why the Communities principle is important**, what we have achieved so far, and what we want to do moving forward.
- c. **The lessons learned during 2020**, including the response to Covid-19.
- d. **A proposed delivery plan for the Communities principle** (Communities Delivery Plan – appendix 1)

#### **Recommendations**

I recommend that Cabinet:

- a. Considers the ‘lessons learned’ for the Communities principle in 2020.
- b. Considers and approves the proposed plan for the Communities principle (Communities Delivery Plan)
- c. Agrees to a further review of funding for the Communities principle which will be brought back to Cabinet for discussion early 2021.

Local Members Interest
N/A

## Cabinet – 16th December 2020

### Communities Principle – Update and Delivery Plan

#### Recommendations of the Cabinet Member for Communities and Culture

I recommend that Cabinet:

- a. Considers the 'lessons learned' for the Communities principle in 2020.
- b. Considers and approves the proposed plan for the Communities principle (Communities Delivery Plan)
- c. Agrees to a further review of funding for the Communities principle which will be brought back to Cabinet for discussion early 2021.

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

##### Introduction

1. How we work and connect with our communities to ensure residents can help themselves and each other is central to everything we do. As such, Communities was identified as a key principle in our refreshed Strategic Plan 2018-22.
2. Staffordshire County Council has a strong record of working alongside its communities to design and deliver locally based, financially sustainable services that are well used and valued. We have been one of a group of Councils that embraced this approach nationally.
3. However, there is still much more to do if we are to continue to re-design public services alongside our communities. Following the Covid-19 pandemic and its ongoing impact, **supporting and empowering our communities is more important than ever before.**
4. We saw a huge number of volunteers and community groups working tirelessly across the county to support each other and the most vulnerable people in their local area. This effort was supported by Staffordshire County Council, working flexibly and at pace with our partners in the public and VCSE sectors to connect people to the local support and help they needed.
5. **It is critical that moving forward we have a strong plan for the Communities principle.** This plan must support residents to stay healthy and resilient, as well as encourage everyone to continue getting involved in what matters most to them and the place they live.
6. This report provides Cabinet with the following update on the Communities principle:



- a. **Context** regarding work undertaken to date and previous Cabinet discussions.
- b. **Why the Communities principle is important**, what we have achieved so far, and what we want to do moving forward.
- c. **The lessons learned during 2020**, including the response to Covid-19.
- d. **A proposed plan for the Communities principle** (Communities Delivery Plan) that includes:
  - i. Ensuring a locally tailored and community-led support offer through a programme with three core workstreams: Place Based Approach, Supportive Communities, and Troubled Individuals.
  - ii. The Corporate activity supporting these workstreams, including promoting social action and building community capacity.
  - iii. Working in a community focused way and co-ordinating with the other three principles in our Strategic Plan.

## **Context**

- 7. In recent years, Staffordshire County Council has empowered our residents to be resilient and has supported communities to deliver the services that matter most to them and their local area. This includes transforming several of our services to community-based models, including youth services, and key parts of our children centres and library offer.
- 8. In the 2016 Staffordshire County Council Strategic Plan, 'People Helping People' was identified as an enabler, focusing on promoting social action and building capacity in communities. The role of Director for Families and Communities was established to provide senior leadership for the communities agenda.
- 9. The People Helping People delivery plan was agreed by Cabinet in September 2017 and updated in 2019. As part of this plan, Cabinet agreed to invest an additional £1m, including monies to extend the VCSE Strategic Capacity Building Partnership contract for a further three years (an additional £250,000 to the base funding of £192,000 to provide £442,000 per annum until 2022). In addition, £2,500 per Member was identified for a People Helping People fund as well as funding for a post to lead on a programme of work to support Members until December 2021.
- 10. Following the refresh of our Strategic Plan for 2018-22, Communities was identified as one of four key principles that will run through everything we do as an organisation. This report brings to Cabinet a plan for the Communities principle that will build on the work done by the People Helping People programme since 2016.
- 11. This plan will also reflect the decision taken by Cabinet in March 2020 to bring together the Communities principle and the Place Based Approach. This will further co-ordinate work across the two areas and ensure we make the most of our community assets.

## Communities principle – why is it important?

12. The Communities principle is about **encouraging residents and communities to help themselves and each other**. As one of the four key principles in our Strategic Plan 2018-22, it is important that the whole organisation embraces the Communities principle as being fundamental to how we work.
13. In recent years, the public sector has faced significant financial challenges which has meant the Council has not been able to commission or deliver services in the same way.
14. In response to this, **Staffordshire County Council has worked with our partners and residents to redesign local services**. This has focused on empowering our residents to use the strengths and assets in their local area to deliver what matters the most to them.
15. This has included developing the Place Based Approach. Led by the local Families Strategic Partnership, significant progress has been made on improving local partnerships and working arrangements for children and families. This has included district level engagement with communities and partners to understand the unique issues, strengths and priorities in each locality, as well as the development of our earliest help and restorative practice approaches.
16. In addition, our Community Managed Libraries model is considered best practice by Government, professional bodies such as Arts Council England, and the libraries sector nationally. Our Community Managed Libraries have also been positive about how we have worked in partnership with them to do things differently, and we are working to ensure the Council continues to support this cultural approach.
17. We have also worked with our partners to empower communities to get more involved in maintaining their local highways, including working with the Staffordshire Parish Council Association to launch the Highways Your Way website.
18. Staffordshire County Council also worked with the Government in 2016 on the national Enabling Social Action programme, as well as with the New Economics Foundation to develop our People Helping People strategy.
19. Considering the recent impact of Covid-19 and the ongoing financial challenges facing the public sector, **working with our communities to redesign our local services is more important now than ever**.
20. Our residents have told us they want greater independence, more control over their lives, and more say in what happens in the places they live. We have seen this year more than ever before that communities will step up on issues that matter to them.
21. It is critical that we have a strong plan moving forward for the Communities principle. This plan will look to ensure that a locally tailored, **community-led offer of support** is available for residents. It will also **promote social action** and build capacity in the VCSE sector, as well as help the Council to **work in a more community focused way**.

## Lessons learned from 2020

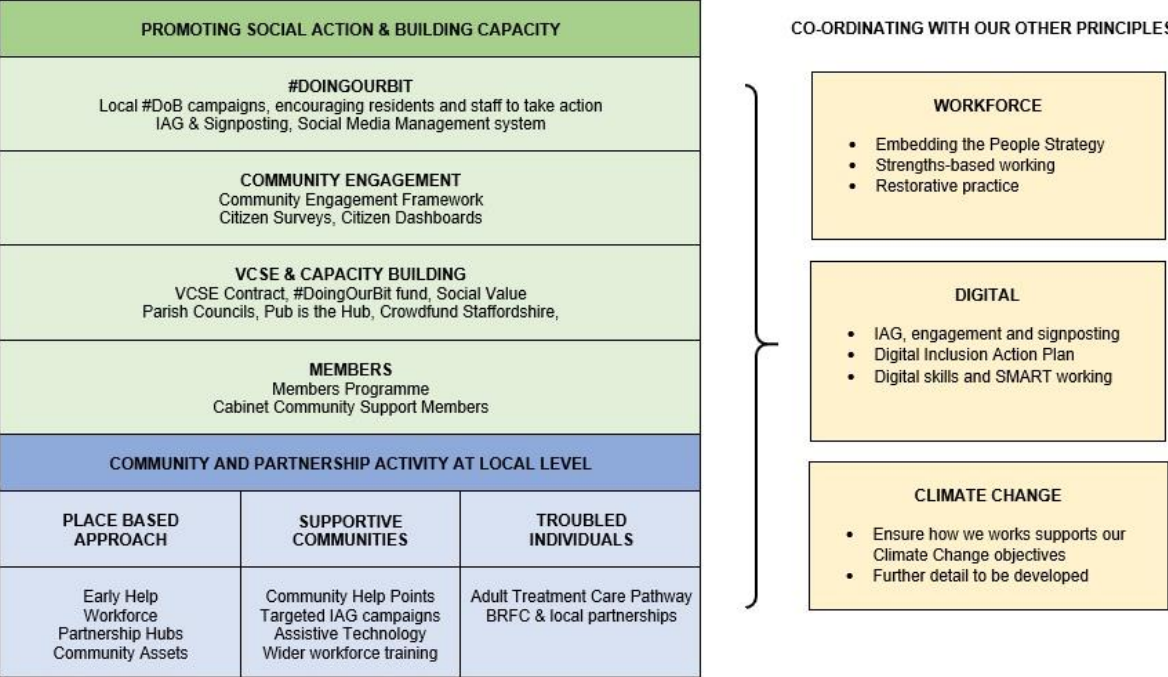
22. As part of the Council's approach to recovery from Covid-19, several 'lessons learned' have been identified relating specifically to communities by the Communities Recovery Group (a subgroup of the Planning and Recovery Group).
23. The following have been used to inform our offer for Communities and the plan for the Communities Principle:
  - a. There was a **proactive local response** across Staffordshire that was delivered at pace and with little cost. This response was possible thanks to effective relationships with our partners and increased VCSE sector engagement, particularly with smaller groups.
  - b. We saw a **significant increase in social action and volunteering**, both formally and informally, supported by the Council's iCare and iCount campaigns.
  - c. **The VCSE sector has been vital** during the response, and we have seen a significant number of new groups forming at a hyperlocal level. However, the sustainability of parts of the sector has been affected by the pandemic, and the VCSE will need ongoing support to remain sustainable.
  - d. The **use of digital has increased** during Covid-19 across all sectors, with significant parts of the Council's services moving online. However, despite positive work to improve digital inclusion during lockdown, the impact on those still digitally excluded is likely to be worse following Covid-19.
  - e. We saw improvements in some areas of our **working culture** during lockdown, including greater collaboration across Council directorates, less bureaucracy, greater pace, and more front-line decision making.
  - f. There will be **lasting negative health and social impacts** of Covid-19, alongside the associated economic challenges for residents and businesses. This will likely result in increased health inequalities and demand for support across the county.
24. **2020 has also brought the inclusion and diversity agenda into sharper focus.** In addition to Covid-19 adversely impacting on some sections of our communities more than others, 2020 has seen one of the most significant equalities movements in recent history, exposing systematic inequalities facing black communities.
25. Both the lessons from Covid-19 and recent developments regarding inclusion and diversity are critical context and learning for the Council. This has been used to inform the proposed approach for the Communities principle and how the Council works and connects with Staffordshire's communities.

## Communities Delivery Plan

26. This report proposes a **Communities Delivery Plan** which can be found at appendix 1 to this report.
27. The Communities Delivery Plan is a programme of change that includes several different elements of work. As outlined in paragraph 19, the plan aims to do the following:
- a. Work with our partners to ensure a locally tailored, **community-led support offer** is available and accessible for our residents.
  - b. **Promote social action** and encourage local communities to help themselves and each other to stay healthy, resilient, and improve the place they live. This includes building capacity in communities and strengthening our VCSE sector.
  - c. Ensure communities are a fundamental part of our culture and **how we work as an organisation**.
28. To do this, the Communities Delivery Plan will focus on a programme of work with the following three core workstreams that form the basis of our **community-led support offer**:
- a. **Place Based Approach (Families and Communities)** – Build on the success to-date of our Place Based Approach model for children and families. This will include further developing our Earliest Help Offer in each district, ensuring our workforce aligns with our communities to meet the needs of families locally, and embedding the lessons from Covid-19 into how we best use our community assets (e.g. children’s centres, libraries).
  - b. **Supportive Communities (Health and Care)** – Learning from the success of the Place Based Approach, work is ongoing to establish the Supportive Communities programme as part of the adult social care pathway. This includes embedding the recently launched Community Help Points (using local assets such as libraries), promoting self-help and digital resources (including Do-It Staffordshire and Staffordshire Connects), and supporting the wider workforce with training and development.
  - c. **Troubled Individuals** – Working with adults with complex needs alongside the existing Building Resilient Families and Communities (BRFC) partnerships locally. This will include an initial focus on rough sleepers and a new Adult Treatment Care Pathway contract.
29. **These three workstreams each have their own plans and their own governance.** However, they will be coordinated through the Communities Delivery Plan as a single programme to ensure alignment of priorities, resources and learning in each locality. See paragraphs 35-38 below for more information on governance.

30. In order to **promote social action** in local communities, the Communities Delivery plan also includes a set of Corporate activities led by the Communities Leadership Group.
31. This work will build on the community spirit and hyperlocal activity seen during the response to Covid-19. It will also **build capacity** in the VCSE sector to support the main programmes of work happening locally set out in paragraph 27 above. This work will include:
- a. Phase 2 of our successful **#DoingOurBit** campaign, encouraging everyone to get involved and do one more thing to help themselves, their family and the place they live.
  - b. Reviewing our approach to **Community Engagement** to understand what matters most to our communities.
  - c. **Supporting the VCSE and building capacity in communities**, including the #DoingOurBit fund, promoting volunteering, and delivering years 4 and 5 of our VCSE Strategic Capacity Building partnership with SCVYS and Support Staffordshire.
  - d. Delivering the **Members Programme** to support our Members to continue being champions for their local communities.
32. Finally, to ensure the organisation can **work in a community focused way**, the Communities principle will also be aligned with the other three principles in the Strategic Plan. This includes:
- a. **Workforce** – Working alongside the People Strategy, promote restorative practice and strengths based working principles amongst our workforce.
  - b. **Digital** – Improving our customer experience and enhancing our digital and IAG offers. This also includes developing our approach to digital skills and implementing a Digital Inclusion Action Plan for Staffordshire.
  - c. **Climate Change** – Work with communities to address climate change and make the most of our green spaces and sustainable transport infrastructure.
33. The Communities Delivery Plan will also have strong links to the work ongoing to review our approach to **inclusion and diversity**. As agreed with Cabinet in October 2020, further work is taking place to develop an action plan which will be brought back to SLT and Informal Cabinet in early 2021.
34. The diagram in Figure 1 on the following page provides a summary overview of the above proposed model for the Communities principle moving forward.

**Figure 1 – Overview Communities Delivery Plan**



**Governance**

- 35. The Communities principle is led by Councillor Victoria Wilson, Cabinet Member for Culture and Communities. The Cabinet Member is supported by eight Community Cabinet Support Members to promote community working and co-ordinate Member briefings in each district.
- 36. The Communities Leadership Group will have oversight of the Communities principle at an officer level. The group is chaired by the Senior Leadership Team lead for Communities Helen Riley (Deputy Chief Executive and Director for Families and Communities) and contains the senior officer leads for the activities identified in the plan.
- 37. The Place Based Approach and Supportive Communities workstreams both have their own existing governance structures that will remain, and the Troubled Individuals workstream will be governed as a strand of the Place Based Approach. The leads for each of these workstreams are also members of the Communities Leadership Group, which will ensure oversight of all workstreams is coordinated via a programme management approach.
- 38. Each of the other three principles also have their own governance mechanisms. However, as there is significant cross over between Communities and the other three principles, regular meetings will take place with the leads of each principle to ensure coordination.

## Resource and Value for Money Implications

39. **It is vital that we continue to invest in communities, especially following the financial impact of Covid-19.** The VCSE sector is fundamental to the Communities principle and has been adversely impacted by the pandemic. Ongoing support will be required if we are to continue to see an effective VCSE sector that supports our community offer.
40. As mentioned in paragraph 10, Cabinet agreed to a £1m investment fund for communities in September 2019 that included:
  - a. An additional £250,000 to the base funding of £192,000 to provide £442,000 per annum for the final three years of the VCSE Strategic Capacity Building Partnership contract (ending July 2022).
  - b. £2,500 per Member for a People Helping People fund.
  - c. Funding for a post to lead on a programme of work to support Members until December 2021.
41. In addition to this £1m investment fund, the Council has also recently agreed to a new community climate action fund, which will allow each County Councillor to offer grant funding of up to £1,000 to support local projects in their communities.
42. The People Helping People Fund led by Members (item b above) has now been mainstreamed into the MTFs. During 2021 **a further decision will need to be made by Cabinet regarding the future of the other streams of funding relating to the Communities principle moving forward.**
43. This decision will need to include funding for the VCSE following the end of the current VCSE Strategic Capacity Building Partnership contract in July 2022, as well as support for the Members Programme following the end of the fixed term contract for the Member Programme Lead in December 2021.
44. **This paper recommends that a review of the current funding for the Communities principle is undertaken** (including the above £1m investment) to agree future funding and resource requirements for the Communities principle.
45. The results of this review, and recommendations regarding future funding for the Communities principle will be brought back to Cabinet for discussion early 2021.

## Legal Implications

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

## List of Background Documents/Appendices:

Appendix 1 – Communities Delivery Plan

Appendix 2 – Community Impact Assessment

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# Appendix 1: Communities Delivery Plan

**DRAFT v1**



# COMMUNITIES DELIVERY PLAN – Overview

<b>PROMOTING SOCIAL ACTION &amp; BUILDING CAPACITY</b>		
<p align="center"><b>#DOINGOURBIT</b>                  Local #DoB campaigns, encouraging residents and staff to take action                  IAG &amp; Signposting, Social Media Management system</p>		
<p align="center"><b>COMMUNITY ENGAGEMENT</b>                  Community Engagement Framework                  Citizen Surveys, Citizen Dashboards</p>		
<p align="center"><b>VCSE &amp; CAPACITY BUILDING</b>                  VCSE Contract, #DoingOurBit fund, Social Value                  Parish Councils, Pub is the Hub, Crowdfund Staffordshire,</p>		
<p align="center"><b>MEMBERS</b>                  Members Programme                  Cabinet Community Support Members</p>		
<b>COMMUNITY AND PARTNERSHIP ACTIVITY AT LOCAL LEVEL</b>		
<b>PLACE BASED APPROACH</b>	<b>SUPPORTIVE COMMUNITIES</b>	<b>TROUBLED INDIVIDUALS</b>
Early Help Workforce Partnership Hubs Community Assets	Community Help Points Targeted IAG campaigns Assistive Technology Wider workforce training	Adult Treatment Care Pathway BRFC & local partnerships

## CO-ORDINATING WITH OUR OTHER PRINCIPLES:

<p align="center"><b>WORKFORCE</b></p> <ul style="list-style-type: none"> <li>• Embedding the People Strategy</li> <li>• Strengths-based working</li> <li>• Restorative practice</li> </ul>
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<p align="center"><b>DIGITAL</b></p> <ul style="list-style-type: none"> <li>• IAG, engagement and signposting</li> <li>• Digital Inclusion Action Plan</li> <li>• Digital skills and SMART working</li> </ul>
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<p align="center"><b>CLIMATE CHANGE</b></p> <ul style="list-style-type: none"> <li>• Ensure how we works supports our Climate Change objectives</li> <li>• Further detail to be developed</li> </ul>
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# COMMUNITIES DELIVERY PLAN

## #DoingOurBit phase 2

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#DoingOurBit (#DoB) Phase 2	Date	WLT Owner	Delivery Lead
Focus on local: <ul style="list-style-type: none"> <li>Design district-level local campaigns and asks in partnership with key stakeholders and SDMs in each district</li> <li>Coordinate with the Strategy Team to incorporate findings of relevant community engagement activity into #DoB messaging</li> </ul>	Ongoing	Andrew Donaldson	Sarah James Kerry Dove Keith Luscombe Rose Hampton Adam Rooney
Encourage residents and staff to take action: <ul style="list-style-type: none"> <li>Build audience specific #DoB messaging / asks into countywide behaviour change campaigns</li> <li>Promote the launch of the Do-It Staffordshire platform</li> <li>Promote volunteering internally (encouraging staff to sign up for Do-It, Community Engagement Days etc).</li> </ul>	Ongoing	Andrew Donaldson Sarah Getley	Sarah James Rose Hampton Adam Rooney
Effective signposting to digital IAG and self-help: <ul style="list-style-type: none"> <li>Procure Social Media Management System</li> <li>Review #DoingOurBit website</li> <li>Work with the contact centre to promote #DoB at the front-door where appropriate</li> </ul>	March 21	Andrew Donaldson	Keith Luscombe Adam Rooney

# COMMUNITIES DELIVERY PLAN

## Community Engagement

Community Engagement	Date	WLT Owner	Delivery Lead
Review Community Engagement Framework	2021 (TBC)	Kerry Dove	Kerry Dove Wendy Tompson
Restart regular citizen surveys to help us understand what matters to local communities	Dec 21	Kerry Dove	Kerry Dove Wendy Tompson
Include quarterly Citizen Dashboard into Corporate performance reporting process	Oct 21	Kerry Dove	Kerry Dove Wendy Tompson

# COMMUNITIES DELIVERY PLAN

## VCSE & Capacity Building (1/3)

VCSE Strategic Capacity Building Partnership	Date	WLT Owner	Delivery Lead
Deliver Health and Care element of the year 5 delivery plan, including: <ul style="list-style-type: none"> <li>Staffordshire Connects information sharing</li> <li>Supportive Communities - Community Assets programme</li> <li>Building capacity (focus on older, vulnerable and shielding people)</li> </ul>	July 21 (end of year 5)	Andrew Donaldson	Garry Jones Jon Topham
Deliver Families & Communities element of the year 5 delivery plan, including: <ul style="list-style-type: none"> <li>Earliest help</li> <li>Sustainability (including hyperlocal groups)</li> <li>Market Development</li> <li>Engagement</li> <li>Representation and promotion</li> </ul>	July 21 (end of year 5)	Janene Cox	Phil Pusey Natasha Moody
Review our approach and investment in VCSE capacity building ahead of the end of our current VCSE Strategic Capacity Building Partnership contract arrangements (July 2022).	Early 21 (TBC)	Andrew Donaldson	Andrew Donaldson Janene Cox Natasha Moody Jon Topham

# COMMUNITIES DELIVERY PLAN

## VCSE & Capacity Building (2/3)

#DoingOurBit Fund	Date	WLT Owner	Delivery Lead
Deliver one-off grant fund of £200k to support groups and organisations that will help meet the needs of our vulnerable children and families and older adults	Oct 20 (Launch) Jan 21 (allocation)	Andrew Donaldson	Tilly Flanagan Joe Sullivan
Crowdfunding	Date	WLT Owner	Delivery Lead
Review crowdfunding criteria post Covid-19 for the £50k F&C pot to support hyperlocal groups	2021 (TBC)	Andrew Donaldson	Wayne Mortiboys Amanda Dawson-Blower Natasha Moody Phil Pusey
Pub is the Hub	Date	WLT Owner	Delivery Lead
Restart work on action plan with Pub is the Hub developing community initiatives in 9 wards (focusing on social isolation & connecting communities following COVID-19)	2021 (TBC)	Andrew Donaldson	Tilly Flanagan
Parish Councils	Date	WLT Owner	Delivery Lead
Restart work with Parish Councils & SPCA to pilot Parish Wellbeing / Good Neighbour Plans (focused on community-based wellbeing and prevention)	Oct 20	Andrew Donaldson	Pete Barker

# COMMUNITIES DELIVERY PLAN

## VCSE & Capacity Building (3/3)

Volunteering	Date	WLT Owner	Delivery Lead
Implement the Do-It Staffordshire platform to grow and maintain volunteering base during and post Covid-19	Sep 20	Andrew Donaldson	Lucy Hegarty
Assess opportunities for expanding Do-It Staffordshire across other areas of SCC	Ongoing	Andrew Donaldson	Lucy Hegarty
Review Corporate policies for supporting staff to volunteer following Covid-19	2021 (TBC)	Sarah Getley	Hannah Reade
Review support and guidance for staff in working with / managing volunteer workforce	2021 (TBC)	Sarah Getley	Hannah Reade
Social Value	Date	WLT Owner	Delivery Lead
Review SCC Social Value policy	March 21	Ian Turner	Gail Stephens Kerry Dove Adam Rooney

# COMMUNITIES DELIVERY PLAN

## Members

Members' Programme	Date	WLT Owner	Delivery Lead
Review with the Cabinet Member for Communities and Culture to finalise the reporting methods of Community Cabinet Support Members and review how to build on the role following successful Covid-19 response.	Dec 20	Ann-Marie Davidson	CCSMs Pete Barker
Distribute additional Covid-19 Recovery Fund investment to support growth and sustainability of local community groups.	April 21	Ann-Marie Davidson	CCSMs Pete Barker
Review role and purpose of Members fund for 2021/22 following success of Covid-19 fund.	April 21	Ann-Marie Davidson	Pete Barker
Ensure Member induction incorporates learning from Covid-19 ahead of (and post) 2021 elections.	May 21	Ann-Marie Davidson	Pete Barker Chris Ebberley
Align Member development to OD Leadership work	TBC	Ann-Marie Davidson Sarah Getley	Pete Barker Caroline Quaife



# COMMUNITIES DELIVERY PLAN

## Place Based Approach

Early Help (Information, Advice and Guidance / Co-design)	Date	WLT Owner	Delivery Lead
Deliver Earned Autonomy District Investment Plans using a Place Based Approach to delivery as part of BRFC.	April 21	Natasha Moody	Becky Murphy / SDMs
Develop an Early Help offer that clearly articulates the access points for Earliest Help & Early Help in each district, linked to Virtual Family Hubs. (1)	April 21	Natasha Moody	LPDMs / SDMs
Develop a multi-agency approach to financial hardship, mitigating the financial impacts of Covid-19 (4)	April 21	Natasha Moody	Becky Murphy Joe Sullivan
Develop a community based approach to tackling obesity (4)	April 21	Natasha Moody	Karen Coker
Workforce Locality Transformation (Collaboration & Networking)	Date	WLT Owner	Delivery Lead
Establish the staffing profile and operating model of the district footprint. (2)	July 21	Janene Cox	Liz Kelay Sam Edwards Deborah Sullivan
Partnership Hubs (Partnerships)	Date	WLT Owner	Delivery Lead
Roll out of SEND locality hubs, and further development of Vulnerability Hubs and Multi-Agency Child Exploitation Panels (MACE) (3)	April 21	Tim Moss Chris Heeley	Julie Day Hazel Williamson
Development of Community Assets (Co-design)	Date	WLT Owner	Delivery Lead
Embed lessons from Covid-19 into key community assets, including children's centres, libraries and country parks. (1)	Ongoing	Janene Cox	Joe Sullivan Catherine Mann Sarah Bentley

# COMMUNITIES DELIVERY PLAN

## Supportive Communities & Troubled Individuals

Supportive Communities	Date	WLT Owner	Delivery Lead
Go-live with Community Help points and embed with community networks / VCSE anchor organisations.	Oct 20	Andrew Donaldson	Tilly Flanagan Vicky Rowley Catherine Mann
Comms campaign through #DoingOurBit to promote community assets and align to Do-It platform	April 21	Andrew Donaldson	Tilly Flanagan Sarah James
Wider workforce training and development focused on strengths based working and digital post Covid-19	Oct 20	Andrew Donaldson	Jo Sutherland
Embed digital IAG and tools (ORCHA, Staffs Connects, Do-It)	Oct 20	Andrew Donaldson	Lucy Hegarty
Review approach to Assistive Technology and Digital Exclusion (linked to community help points)	Oct 20	Andrew Donaldson	Jon Topham
Write plan to work with partner organisations (i.e. VCSE, District & Borough Councils, NHS, STP etc) to co-ordinate projects, develop local networks & share knowledge	Jan 21	Andrew Donaldson	Tilly Flanagan Jon Topham
Troubled Individuals	Date	WLT Owner	Delivery Lead
Mobilise new Adult Treatment Care Pathway contract	April 21	Andrew Donaldson Natasha Moody	Tony Bullock
Taking lead from national directive on Troubled individuals, work with existing BRFC partnership to translate into local partnerships (initial focus on rough sleepers existing temporary accommodation).	Sep 20	Andrew Donaldson Natasha Moody	Tony Bullock

# COMMUNITIES DELIVERY PLAN

## Co-ordinating with the other principles

### Workforce:

- **People Strategy** – Embedding the People Strategy following Covid-19 is critical to building on the positives we saw during response and recovery.
- **Workforce Transformation** – Promoting restorative practice, strengths based working and digital are all key to changing how staff work as a result of Covid-19. All staff need to be strengths based, connected to their local communities, and digital by default.
- **Communications** – A strong, consistent corporate narrative (linked to #DoingOurBit) that focuses on what kind of organisation SCC wants to be.

### Digital:

- **Staffordshire Connects** – Staffordshire Connects is integrated with Supportive Communities, and Families & Communities have also worked with the platform. Improving Staffs Connects is also key part of VCSE contract delivery plan.
- **IAG / engagement** – How we engage better with communities using digital, and build on innovations such as Virtual Family Hubs, the Data Warehouse and Virtual Library Offer.
- **Digital Inclusion, skills and SMART working** – Crossovers with work held by Digital principle, including Digital Skills Strategy, the Digital Inclusion Action Plan, and SMART working.

### Climate Change:

- Climate is critical to communities being healthy and sustainable, particularly **green spaces and sustainable transport infrastructure**.
- Further work is needed to develop our approach and understand links.





# Community Impact Assessment

**Name of Proposal:** Communities Delivery Plan

**Project Sponsor:** Helen Riley (Deputy Chief Executive and Director for Families and Communities)

**Project Manager or Lead:**

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

**Date:** 16<sup>th</sup> December 2020

## Completing a CIA

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

## Completing the CIA template

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

Which groups will be affected	Benefits	Risks	Mitigations / Recommendations
<p>Which groups of people will be impacted by the proposed policy, service or project? This could be people in a particular area, a street, or a group of people with similar characteristics e.g. older people, young people or people with care needs.</p> <p>Also consider staff, residents and other external stakeholders.</p>	<p>Think about the impact the proposal may have on each of the different category areas, and identify the benefits of each decision.</p>	<p>Think about the impact the proposal may have on each of the different category areas, and identify the risks associated with the proposal.</p>	<p>Set out any recommendations as to how the benefits will be maximised and the risks minimised.</p> <p>Also highlight any trade offs that may occur.</p>
<p><b>Please note:</b></p> <ul style="list-style-type: none"> <li>• Potential impacts should <b>not</b> be included if it is considered highly unlikely that they would occur.</li> <li>• Where <b>no major impacts</b> have been identified, please state N/A.</li> <li>• Due to the publication of CIAs, it is <b>advisable not to record personal details of members of the public</b>, such as names or addresses.</li> </ul>			
<p><b>Evidence Base: (Evidence used/ likelihood/ size of impact)</b></p> <p>How certain are you about the assessment of each potential impact, and what evidence have you used to arrive at the decision? E.g. Data – population trends data, census data, service data. Research – national, regional, local research. Engagement/ Consultation – with partners, the public, the voluntary sector.</p>			

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

## Community Impact Assessment – Communities Delivery Plan

### 1. Introduction:

- 1.1. The Communities Delivery Plan is Staffordshire County Council's approach to the Communities principle moving forward. This document provides a Community Impact Assessment on the plan and will be included as part of an update for Cabinet on the Communities Principle on the 16<sup>th</sup> December 2020.

### 2. Summary of assessment:

- 2.1. The impacts of the Communities Delivery Plan are positive for communities as the plan seeks to invest in communities and build on the Council's successful work in recent years (including the People Helping People programme, the Place Based Approach, Community Managed Libraries and Supportive Communities). The key aims of the plan and the Communities Principle more broadly are to:
- Work with our partners to ensure a locally tailored, **community-led support offer** is available and accessible for our residents.
  - **Promote social action** and encourage local communities to help themselves and each other to stay healthy, resilient, and improve the place they live. This includes building capacity in communities and strengthening our VCSE sector.
  - Ensure communities are a fundamental part of our culture and **how we work as an organisation.**
- 2.2. The **main risks identified** through the assessment are the impact Covid-19 on our communities and services, and not taking into account the lessons learned from debates ongoing nationally and internationally regarding inclusion and diversity.
- 2.3. The impact of Covid-19 on the capacity of **the local Voluntary, Community and Social Enterprise (VCSE) sector** has also been identified as a specific risk for several aspects the communities principle. The VCSE sector is critical to both our local offer for communities as well as how we support residents during the pandemic.



### 3. Summary of key mitigations / recommendations

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

- Ensure people with **protected characteristics are considered** when delivering the plan. This includes endeavouring to communicate any changes to services / Covid-19 guidance in a way that is accessible to all.
- Ensure the **lessons learned from the response to Covid-19** for the Communities principle are considered when delivering the plan. This includes how we promote social action (e.g. #DoingOurBit phase 2) and invest / building capacity in the VCSE sector.
- Co-ordinate Communities Delivery Plan activity with the ongoing **Covid-19 response and recovery workstreams**.
- Co-ordinate Communities Delivery Plan activity with the work being undertaken to review our approach to **Inclusion and Diversity**.
- Co-ordinate Communities Delivery Plan activity with the **Digital Inclusion Action Plan** being led by the Digital Leadership Group, as this affects a number of the protected characteristics.
- Consider the impacts identified for our **workforce**, particularly with regards to front-line staff in community assets and the outcome of the Workforce Locality Transformation.
- Work with leads for the **Climate Change principle** to explore opportunities to make the most of our green spaces and public footpaths.
- **Undertake individual CIAs** on any areas of work that may involve substantial changes to services.

# Community Impact Assessment

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

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

Protected Characteristics:	Which groups will be affected	Benefits	Risks	Mitigations / Recommendations
All / multiple protected characteristics	All / multiple protected characteristics	<p>The following applies to multiple / all of the protected characteristics:</p> <ul style="list-style-type: none"> <li>• The further development and co-ordination of the Place Based Approach, Supportive Communities and the Troubled Individuals workstreams will aim to ensure that residents with protected characteristics can access the right information and a locally tailored, community-led support offer.</li> <li>• Promoting social action and building community capacity will encourage and help more residents and VCSE organisations to provide support to their local communities. This includes residents with protected characteristics.</li> <li>• Improvements to how we communicate and engage with our communities.</li> </ul>	<p>The following applies to multiple / all of the protected characteristics:</p> <ul style="list-style-type: none"> <li>• Covid-19 will continue to impact on communities, including physical and mental health.</li> <li>• Covid-19 will impact on the delivery of our community offer in terms of social distancing, staff capacity etc.</li> <li>• The VCSE sector does not have enough support / capacity to deliver effectively across all parts of our community offer.</li> <li>• If the lessons from Covid-19 and the equalities movements seen in 2020 are not taken into account, our community offer may not be appropriate for people with certain protected characteristics</li> </ul>	<p>The following applies to multiple / all of the protected characteristics:</p> <ul style="list-style-type: none"> <li>• Ensure people with protected characteristics are considered when delivering the plan. This includes endeavouring to communicate any changes to services / Covid-19 guidance in an accessible way.</li> <li>• Ensure the lessons learned from the response to Covid-19 for the Communities principle are considered when delivering the plan.</li> <li>• Promote social action (#DoingOurBit phase 2 etc) and build capacity in the VCSE sector (VCSE contract, #DoingOurBit Fund etc).</li> <li>• Undertake individual CIAs on any areas of work that may involve substantial changes to services.</li> </ul>

				<ul style="list-style-type: none"> <li>• Co-ordinate Communities Delivery Plan activity with the ongoing Covid-19 response and recovery workstreams.</li> <li>• Co-ordinate Communities Delivery Plan activity with the work being undertaken to review our approach to Inclusion and Diversity.</li> </ul>
<b>Race</b>	People of all races / ethnicities	See first row for identified benefits.	<p>In addition to information in the first row of this table, the following has been identified:</p> <ul style="list-style-type: none"> <li>• Black &amp; minority ethnic (BAME) communities may continue to be overrepresented in terms of cases and impacts (as per national data).</li> <li>• Conversations regarding equalities movements seen in 2020 have particular relevance for BAME communities.</li> </ul>	<p>In addition to information in the first row of this table, the following has been identified:</p> <ul style="list-style-type: none"> <li>• Ensure conversations regarding equalities movements seen in 2020 are considered when reviewing our approach to inclusion and diversity.</li> </ul>
<b>Disability</b>	People with disabilities that do not require specialist care / support.	<p>In addition to information in the first row of this table, the following has been identified:</p> <ul style="list-style-type: none"> <li>• The roll out of the SEND hubs will support young people with Special Educational Needs to get the right support at the right time.</li> </ul>	<p>In addition to information in the first row of this table, the following has been identified:</p> <ul style="list-style-type: none"> <li>• While the Covid-19 pandemic is ongoing, social distancing restrictions impact on our offer for people with disabilities.</li> </ul>	<p>In addition to information in the first row of this table, the following has been identified:</p> <ul style="list-style-type: none"> <li>• Consider the impact of Covid-19 safety measures on people with disabilities and make adaptations where possible.</li> <li>• Cross reference this CIA with the Children and Families Transformation CIA which will consider the SEND work in more detail.</li> </ul>
<b>Sex</b>	All sexes	See first row for identified benefits.	See first row for identified risks.	See first row for mitigations / recommendations.

<b>Age</b>	All (children and young people/ older people in particular)	See first row for identified benefits.	In addition to information in the first row of this table, the following has been identified: <ul style="list-style-type: none"> <li>• While the Covid-19 pandemic continues, older people will continue to be at greater risk.</li> <li>• Young people also continue to be impacted by the pandemic, particularly mental health.</li> <li>• Older people and young people from families with lower incomes are at greater risk of digital exclusion. Parts of our offer that rely more on online signposting and IAG may be impacted.</li> </ul>	In addition to information in the first row of this table, the following has been identified: <ul style="list-style-type: none"> <li>• Work with the Digital Leadership Group to deliver the Digital Inclusion Action Plan.</li> <li>• Cross reference this CIA with the Children and Families Transformation CIA which will consider support for children and families in more detail.</li> </ul>
<b>Religion or Belief</b>	People of all faiths and beliefs	See first row for identified benefits.	See first row for identified risks.	See first row for mitigations / recommendations.
<b>Gender Reassignment</b>	People who are transitioning / have undergone gender reassignment.	See first row for identified benefits.	See first row for identified risks.	See first row for mitigations / recommendations.
<b>Sexual Orientation</b>	People of all sexual orientations	See first row for identified benefits.	See first row for identified risks.	See first row for mitigations / recommendations.
<b>Pregnancy and Maternity</b>	All	See first row for identified benefits.	See first row for identified risks.	See first row for mitigations / recommendations.
<b>Marriage and Civil Partnership</b>	N/A	N/A	N/A	N/A

<b>Impact on SCC Staff</b>	<p>Staff in front line services / community assets. Staff in Families and Communities will also be affected by the Workforce Locality Transformation (District Footprint).</p>	<ul style="list-style-type: none"> <li>The Workforce Locality Transformation will aim to ensure our workforce is better aligned to our communities and places to meet the needs of families locally.</li> </ul>	<ul style="list-style-type: none"> <li>There will be a risk to the success of the Workforce Locality Transformation if it does not take into account the learning from 2020.</li> <li>While the Covid-19 pandemic continues, some staff in community assets may be at greater risk (e.g. BAME staff, staff who have disabilities).</li> </ul>	<ul style="list-style-type: none"> <li>Cross reference this CIA with the upcoming Children and Families Transformation CIA which will consider the Workforce Locality Transformation in more detail.</li> <li>Cross reference this CIA with the SCC 'Impact of Covid-19 on SCC Communities, Economy and Organisation' Cabinet Report and CIA which considers in further detail the impact of Covid-19 on the workforce.</li> </ul>
<p><b>Evidence Base: (Evidence used):</b></p> <ul style="list-style-type: none"> <li>NHS Digital, 2020. <i>Increased Covid-19 risk for ethnic minorities, according to academic study supported by NHS digital</i> <a href="https://digital.nhs.uk/news-and-events/news/increased-covid-19-risk-for-ethnic-minorities-according-to-academic-study-supported-by-nhs-digital">https://digital.nhs.uk/news-and-events/news/increased-covid-19-risk-for-ethnic-minorities-according-to-academic-study-supported-by-nhs-digital</a></li> <li>British Medical Association, 2020. <i>The Impact of Covid-19 on mental health in England; Supporting services to go beyond parity of esteem.</i> <a href="https://www.bma.org.uk/media/2750/bma-the-impact-of-covid-19-on-mental-health-in-england.pdf">https://www.bma.org.uk/media/2750/bma-the-impact-of-covid-19-on-mental-health-in-england.pdf</a></li> <li>Lloyds Bank UK, 2018. <i>UK Consumer Digital Index 2018 – For further information on Digital Exclusion</i> <a href="https://www.lloydsbank.com/assets/media/pdfs/banking_with_us/whats-happening/LB-Consumer-Digital-Index-2018-Report.pdf">https://www.lloydsbank.com/assets/media/pdfs/banking_with_us/whats-happening/LB-Consumer-Digital-Index-2018-Report.pdf</a></li> <li>Staffordshire County Council, 2020. <i>Impact of Covid-19 on SCC Communities, Economy and Organisation – October 2020 update and Community Impact Assessment</i> <a href="http://modern.gov.staffordshire.gov.uk/documents/s140798/Impact%20of%20COVID-19%20on%20SCC%20Communities%20Economy%20and%20Organisation%20October%202020%20Update.pdf">http://modern.gov.staffordshire.gov.uk/documents/s140798/Impact%20of%20COVID-19%20on%20SCC%20Communities%20Economy%20and%20Organisation%20October%202020%20Update.pdf</a></li> <li>Emerging results of Covid-19 Residents Survey (September 2020)</li> </ul>				

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

Category Area	Groups affected	Benefits	Risks	Mitigations / Recommendations
<b>Mental Health and Wellbeing</b>	All	<ul style="list-style-type: none"> <li>• Signposting and connecting people to mental health and wellbeing support (both self-help and community provided services) is a key part of a locally tailored, community-led support offer.</li> <li>• Promoting social action and building community capacity will encourage and help more residents and VCSE organisations to support health and wellbeing, such as befriending and peer-support groups.</li> </ul>	See first row for identified risks.	See first row for mitigations / recommendations.
<b>Healthy Lifestyles</b>	All	<ul style="list-style-type: none"> <li>• Signposting and connecting people to healthy lifestyles support (both self-help and community provided services) is a key part of a locally tailored, community-led support offer.</li> <li>• Promoting social action and building community capacity will encourage people to live healthier (e.g. walking groups, smoking cessation, and physical activities).</li> </ul>	See first row for identified risks.	See first row for mitigations / recommendations.

<b>Accidents and Falls Prevention</b>	Older people	<ul style="list-style-type: none"> <li>Information, advice and guidance on how to prevent accidents, falls and slips and trips are part of the Supportive Communities workstream and will also be part of #DoingOurBit phase 2 campaign messaging.</li> </ul>	<ul style="list-style-type: none"> <li>Older people are at greater risk of digital exclusion. Parts of our offer that rely more on online signposting and IAG may be impacted.</li> </ul>	<ul style="list-style-type: none"> <li>Encourage and support people to help in their communities through the #DoingOurBit campaign phase 2.</li> <li>Work with the Digital Leadership Group to deliver the Digital Inclusion Action Plan.</li> </ul>
<b>Access to Social Care</b>	All	<ul style="list-style-type: none"> <li>The Place Based Approach, Supportive Communities, and Troubled Individuals workstreams will aim to connect people to support before they require social care. These workstreams will also help people who have been in receipt of social care transition back to their communities through community-led support.</li> </ul>	See first row for identified risks.	See first row for mitigations / recommendations.
<b>Independent Living</b>	All	<ul style="list-style-type: none"> <li>The Place Based Approach, Supportive Communities and Troubled Individuals workstreams will provide IAG and connect residents to local community-led support to help them stay independent and resilient where possible</li> <li>Promoting social action and building community capacity will help ensure relevant VCSE organisations are available and sustainable.</li> </ul>	See first row for identified risks.	See first row for mitigations / recommendations.
<b>Safeguarding</b>	N/A	N/A	N/A	N/A

<b>Economy – Use this section to determine how the proposal will impact on the economy of Staffordshire and the income of residents.</b>				
<b>Category Area</b>	<b>Which groups will be affected</b>	<b>Benefits</b>	<b>Risks</b>	<b>Mitigations / Recommendations</b>
<b>Economic Growth</b>	VCSE (including Social Enterprise)	<ul style="list-style-type: none"> <li>The Communities Delivery Plan will invest in building capacity in the VCSE and help mitigate the economic impact of Covid-19 on the sector.</li> </ul>	N/A	N/A
<b>Poverty and Income</b>	All	<ul style="list-style-type: none"> <li>As part of the Place Based Approach workstream, work has been identified to develop a multi-agency approach to financial hardship, mitigating the financial impacts of Covid-19.</li> </ul>	<ul style="list-style-type: none"> <li>The ongoing Covid-19 pandemic may continue to impact economically on families and residents.</li> <li>This includes digital inclusion. Digital is a key part of our community offer, and is impacted by low income restricting access to devices / broadband packages etc.</li> </ul>	<ul style="list-style-type: none"> <li>Work with the Digital Leadership Group to deliver the Digital Inclusion Action Plan.</li> </ul>
<b>Workplace Health and Environments</b>	N/A	N/A	N/A	N/A
<b>Access to jobs/ Good quality jobs</b>	N/A	N/A	N/A	N/A
<b>Evidence Base: (Evidence used/ likelihood/ size of impact)</b>				
<ul style="list-style-type: none"> <li>See evidence base above</li> </ul>				



<b>Environment</b> – Use this section to identify the impact of the proposal on the physical environment. How does the proposal support the utilisation and maintenance of Staffordshire’s built and natural environments, thereby improving health and wellbeing and strengthening community assets?				
<b>Category Area</b>	<b>Which groups will be affected</b>	<b>Benefits</b>	<b>Risks</b>	<b>Mitigations / Recommendations</b>
<b>Built Environment/ Land Use</b>	N/A	N/A	N/A	N/A
<b>Rural Environment</b>	All	<ul style="list-style-type: none"> <li>As part of the Communities principle, work will be undertaken to explore how we can support communities to make the most of green spaces and public footpaths.</li> </ul>	N/A	N/A
<b>Air, Water and Land Quality</b>	N/A	<ul style="list-style-type: none"> <li>As part of the #DoingOurBit campaign phase 2, will encourage residents to reduce emissions.</li> </ul>	N/A	N/A
<b>Waste and Recycling</b>	N/A	N/A	N/A	N/A
<b>Agriculture and Food Production</b>	N/A	N/A	N/A	N/A
<b>Transport</b>	N/A	N/A	N/A	N/A
<b>Noise</b>	N/A	N/A	N/A	N/A
<b>Evidence Base: (Evidence used/ likelihood/ size of impact)</b>				
<ul style="list-style-type: none"> <li>See evidence base above</li> </ul>				

<b>Localities / Communities</b> – Use this section to identify the impact of the proposal on communities. How will the proposal strengthen community capacity to create safer and stronger communities? It is important to recognise the different localities and communities your proposal may impact upon, and identify any communities that could be more adversely impacted than others. District Commissioning Leads (DCL's) have a great deal of knowledge about their relevant locality and they must be engaged with as part of your Project Team at an early stage of the process.				
<b>Category Area</b>	<b>Which groups will be affected</b>	<b>Benefits</b>	<b>Risks</b>	<b>Mitigations / Recommendations</b>
<b>Community Development/ Capacity</b>	VCSE and Community Groups	<ul style="list-style-type: none"> <li>Promoting social action and building community capacity will encourage and help more residents and VCSE organisations to support their local communities.</li> </ul>	<ul style="list-style-type: none"> <li>The impact of Covid-19 economically on the VCSE sector could reduce capacity across our community offer, which could in turn have a detrimental impact on community-based support.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure the lessons learned regarding working with the VCSE during lockdown are taken into consideration.</li> <li>Build capacity and provide support for the VCSE sector through the VCSE Strategic Capacity Building Partnership contract, the #DoingOurBit fund, and the Members Fund etc.</li> <li>Encourage and support people to volunteer and help in their communities through the #DoingOurBit campaign phase 2 and the Do-It Staffordshire platform.</li> </ul>
<b>Crime/ Community Safety</b>	N/A	N/A	N/A	N/A
<b>Educational Attainment and Training</b>	N/A	N/A	N/A	N/A
<b>Leisure and Culture</b>	All	<ul style="list-style-type: none"> <li>Community assets (including Community Manage Libraries, Country Parks and Children's Centres) and the leisure and cultural services they provide are key parts of the Communities Delivery Plan.</li> </ul>	<ul style="list-style-type: none"> <li>While the Covid-19 pandemic is ongoing, social distancing restrictions in community assets (such as libraries, children's centres and country parks) may impact on the support they can provide.</li> </ul>	<ul style="list-style-type: none"> <li>Cross reference this CIA with the SCC 'Impact of Covid-19 on SCC Communities, Economy and Organisation' Cabinet Report and CIA which considers in further detail the impact of Covid-19 on community assets.</li> </ul>

<b>Volunteering</b>	All	<ul style="list-style-type: none"> <li>Promoting social action and building community capacity will encourage and help more residents and VCSE organisations to support their local communities. This includes encouraging more people to volunteer (both formally and informally), including Staffordshire County Council staff.</li> </ul>	<ul style="list-style-type: none"> <li>With the ongoing impact of Covid-19, there is a risk that volunteering levels could return to pre-lockdown levels, or residents could become more reluctant to volunteer due to increased demands on time and energy from other sources.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure the lessons learned regarding working with volunteers both during lockdown and previous communities work with Community Managed Libraries, youth services, highways maintenance etc are taken into consideration.</li> <li>Encourage and support people to volunteer and help in their communities through the #DoingOurBit campaign phase 2 and the Do-It Staffordshire platform.</li> <li>Review our own volunteering policies to ensure support for staff and managers when volunteering / working with volunteers.</li> </ul>
<b>Best Start</b>	Children and Families	<ul style="list-style-type: none"> <li>The Place Based Approach will ensure local community-led support is available and accessible for families with young children to help their children get the best start in life.</li> </ul>	<ul style="list-style-type: none"> <li>While the Covid-19 pandemic is ongoing, social distancing restrictions in community assets (such as libraries, children's centres and country parks) may impact on the support provided for families with young children.</li> </ul>	<ul style="list-style-type: none"> <li>Cross reference this CIA with the Children and Families Transformation CIA which will consider the Workforce Locality Transformation in more detail.</li> </ul>
<b>Rural Communities</b>	All	<ul style="list-style-type: none"> <li>As part of the Communities principle, work will be undertaken to explore how we can support communities to make the most of green spaces and public footpaths.</li> </ul>	N/A	N/A

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

- See evidence base above.

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

DRAFT

## WORK PROGRAMME – November 2020

### Corporate Review Committee

The Corporate Review Committee is the Council's principal scrutiny committee. It is responsible for co-ordinating and approving the scrutiny work programmes, overseeing the work of the Select Committees and ensuring coherence of approach to cross cutting policy themes. The committee also has a key role in challenging progress around the Council's ambitions of running the business well.

The Committee also scrutinises those areas of the County Council's activity focused on corporate improvement. Its remit covers:

- Holding the Leader and Deputy Leader of the Council to account for achievement of the overall vision of a connected Staffordshire.
- The Council's overall performance and approach to managing performance and Strategic Corporate Planning
- The Council's Medium-Term Financial Strategy
- The Council's on-going programme of improvement and transformation.
- The Committee is responsible for scrutiny of achievement against the Council's strategic priorities
- The Council as a commissioning organisation including how it uses customer insight to drive improvements in services

We review our work programme regularly to ensure it remains relevant to the challenges facing local communities, the council and its partners.

**County Councillor Colin Greatorex**  
Chairman of the Corporate Review Committee

If you would like to know more about our work programme or how to raise issues for potential inclusion on a work programme then, please get in touch with:

Mandy Pattinson Interim Scrutiny and Support Manager - 01785 278502 [Mandy.pattinson@staffordshire.gov.uk](mailto:Mandy.pattinson@staffordshire.gov.uk) or Nick Pountney Scrutiny and Support Manager - 01785 276153.

Date of Meeting	Topic	Link to Council's Strategic Priorities	Background/Outcome
4 June 2020 – virtual meeting	COVID 19 – specifically issues on Health (NHS) and finance. Member: Alan White, Mike Sutherland Officers: Simon Whitehouse/Rob Salmon		That the Chairmen of the Select Committees agree which committee would be best placed to scrutinise the Local Outbreak Control Plan
8 June 2020 Reserved for Call-in cancelled			
11 June 2020 – cancelled			
3 July 2020 (Contact: Nick Pountney/Mandy Pattinson – Scrutiny & Support Manager)	Gender and Equality Issues to include:  Member: Philip Atkins /Philip White Officer Sarah Getley.		Item proposed by Leader of the Opposition.
	Covid-19 update  Member: Leader		
31 July 2020 Reserved for Call-in (Contact: Nick Pountney/Mandy Pattinson – Scrutiny & Support Manager)	Working Group on Members Parental Leave. Member: Philip Atkins /Philip White Officer Sarah Getley		Comments made and included
	Performance Report – Quarter 4 2019/20 and Quarter 1 2020/21  Member: Mike Sutherland Officer: Andrew Donaldson, Rob Salmon		<ul style="list-style-type: none"> <li>a) Information on Government funding received and what it had been spent on be circulate to the Committee for information.</li> <li>b) The Cabinet Member agreed to discuss with the Leader the possibility of a meeting with all the Staffordshire MPs to discuss future funding and the need for additional resources.</li> <li>c) That the results of the working group set up to look at client debt be included in the next quarterly update report.</li> </ul>
8 September 2020 (Contact: Nick Pountney/Mandy Pattinson – Scrutiny & Support Manager)	The Local Outbreak Control Plan Member: Alan White Officer: Richard Harling		Requested at 4 June meeting and 31 July. Committee agreed: Members be supplied with information on the location and demographics of the current cases in Staffordshire.
	Work Programme		Information on the Entrust contract was requested.

Date of Meeting	Topic	Link to Council's Strategic Priorities	Background/Outcome
Cancelled <del>2 October 2020</del> <b>Reserved for Call-in</b>			
Cancelled <del>6 October 2020</del>			
Cancelled <del>9 November 2020</del> <b>Reserved for Call-in</b>			
17 November 2020 (Contact: Nick Pountney/Mandy Pattinson – Scrutiny & Support Manager)	Performance Report – Quarter 2 2020/21 Member: Mike Sutherland Officer: Andrew Donaldson, Rob Salmon		
	Covid 19 – verbal update report Member: Alan White Officer: Richard Harling		
	Corporate Complaints Annual Report Member: Alan White/Mike Sutherland Officer: Kate Bullivant		
	Communities Principles Member: Victoria Wilson Officer: Helen Riley, Andrew Donaldson / Janene Cox		Pre-decision scrutiny
23 November 2pm <b>Hosted by Stoke City Council Teams meeting</b>	Scrutiny of the LEP (Joint meeting with Stoke City Council) at Stoke City Council Members: Philip White Officers: Darryl Eyers/Anthony Hodges		New governance for the LEP have now been approved. Informal Joint Scrutiny with Stoke City Council. County Hosted on 8 January 2019 - Next meeting to take place at Stoke City Council to include update on progress with the Local Industrial Strategy.
4 December 2020 <b>Reserved for Call-in</b> (Contact: Nick Pountney/Mandy Pattinson – Scrutiny & Support Manager)			
8 January 2021 <b>Reserved for Call-in</b> (Contact: Nick Pountney/Mandy Pattinson – Scrutiny & Support Manager)			
21 January 2021 (Contact: Nick Pountney/Mandy Pattinson – Scrutiny & Support Manager)	Medium Term Financial Strategy Working Group - Final Report		

Date of Meeting	Topic	Link to Council's Strategic Priorities	Background/Outcome
5 February 2021 <b>Reserved for Call-in</b> (Contact: Nick Pountney/Mandy Pattinson – Scrutiny & Support Manager)			
5 March 2021 <b>Reserved for Call-in</b> (Contact: Nick Pountney/Mandy Pattinson – Scrutiny & Support Manager)			
30 March 2021 (Contact: Nick Pountney/Mandy Pattinson – Scrutiny & Support Manager)	Performance Report – Quarter 3 2020/21  Member: Mike Sutherland Officer: Andrew Donaldson, Rob Salmon		
6 April 2021 <b>Reserved for Call-in</b> (Contact: Nick Pountney/Mandy Pattinson – Scrutiny & Support Manager)			
TBC	Equal Opportunities		Raised at 3/7/20 committee – need more equality areas in the work programme. Discussion with Chair and Vice Chairs/officers 6/10/20. Draft paper being prepared, setting out the current position from both a community and workforce perspective. Focus groups to be arranged. Following this a general refresh of Equality Objectives will be carried out. Then report to Corporate Review for scrutiny and to inform the committee of the areas which need priority.
TBC	Governance and control of Arm's length companies/partners. E.g. Nexxus / Entrust / AMEY. Particularly in light of Robin Hood Energy/Nottingham City Council. What is out process, how is performance measured, how are contract changes negotiated, what influence do we have.  Member: Philip White Officer: Helen Riley /Darryl Evers/John Tradewell/ Ian Turner		Item discussed with Chair and Vice Chairs. MTFS to look at financial aspects. Report requested for early 2021, possibly January in line with MTFS findings.



Date of Meeting	Topic	Link to Council's Strategic Priorities	Background/Outcome
TBC	Apprenticeship Levy Member: Philip White Officer: Chris Bamsey		The Skills and Employability Team are now managing the County Council's Apprenticeship levy. It is proposed that this should therefore be scrutinised by Corporate Review rather than Prosperous Staffordshire Select Committee. <b>Briefing Note emailed - Copy to Prosperous Select Committee</b>
TBC	Digital Strategy Member: Mike Sutherland		Digital Strategy requested at 10 January 2020 meeting. Also requested by Prosperous Committee.

### Items for Consideration for the Work Programme

Suggested item	Link to the Council's Commissioning Plans	Background	Possible Option
Networks – E.g. Leaders group/CE groups/LGA - how is the information shared?		Discussed at Chairs/Vice Chairs meeting 07/10/20	

### Working Group updates

MTFS 2020	<b>Appointment of Members 2020</b>	Membership (appointed 31 July 2020): <ul style="list-style-type: none"> <li>Charlotte Atkins</li> <li>John Francis</li> <li>Colin Greatorex (Chairman)</li> <li>Ian Parry</li> <li>Jeremy Pert</li> <li>Jeremy Oates</li> <li>Martyn Tittley</li> <li>Susan Woodward</li> </ul>	Observers  Mike Sutherland Alan White
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Suggested Working Group item	Link to the Council's Commissioning Plans	Background	Possible Option

Membership - County Councillors	Calendar of Committee Meetings
Colin Greatorex (Chairman) Conor Wileman (Vice Chairman)	4 May 2020 (virtual) 4 June 2020 (virtual) <del>8 June 2020 cancelled</del> - reserved for call-in <del>11 June 2020 cancelled</del>
Charlotte Atkins Mike Davies Helen Fisher John Francis Jeremy Oates Bernard Peters Ian Parry	3 July 2020 (virtual) 31 July 2020 (virtual) 8 September 2020 (virtual) <del>2 October 2020 cancelled</del> - reserved for call-in <del>6 October 2020 cancelled</del> 2pm
Susan Woodward (Opposition Vice Chairman)	<del>9 November 2020</del> - reserved for call-in 17 November 2020 (virtual) 4 December 2020 2.pm - reserved for call-in 8 January 2021 - reserved for call-in 21 January 2021 5 February 2021 - reserved for call-in 5 March 2021 2.pm - reserved for call-in 30 March 2021 6 April 2021 - reserved for call-in