

Cabinet

Wednesday 16 June 2021

10:00

Council Chamber, County Buildings, Stafford

NB. The meeting will be webcast live which can be viewed here -

<https://staffordshire.public-i.tv/core/portal/home>

John Tradewell
Director of Corporate Services
8 June 2021

A G E N D A

1. **Apologies**
2. **Declarations of Interest in accordance with Standing Order 16**
3. **Decision notice of the meeting held on 21 June 2021** (Pages 1 - 4)
4. **Leader's Update**
Oral report of the Leader of the Council
5. **Minutes of the meeting of the Property Sub-Committee held on 2 June 2021** (Pages 5 - 6)
6. **Update from Covid Member Led Local Outbreak Control Board** (Pages 7 - 8)
7. **Staffordshire Means Back to Business - Oral Update**
Deputy Leader and Cabinet Member for Economy and Skills
8. **Executive Responses for All Party Working Groups** (Pages 9 - 78)
Leader of the Council
9. **Final Financial Outturn 2020/21** (Pages 79 - 106)
Cabinet Member for Finance and Resources
10. **Decisions taken by Cabinet Members under Delegated Powers** (Pages 107 - 108)
11. **Forward Plan of Key Decisions** (Pages 109 - 114)
12. **Exclusion of the Public**
The Chairman to move:-

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

PART TWO

(All reports in this section are exempt)

Membership	
Alan White (Chairman)	Johnny McMahon
Mark Deaville	Victoria Wilson
Mark Sutton	Julia Jessel
Philip White	David Williams
Jonathan Price	Ian Parry
Charlotte Atkins	Simon Tagg

Note for Members of the Press and Public

Filming of Meetings

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

DECISION NOTICE

Cabinet Meeting - 21 April 2021

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

Cabinet Support Member in attendance - Gill Burnett

Also in attendance - Charlotte Atkins

Apologies for absence: Philip White

PART ONE

113. Decision notice of the meeting held on 31 March 2021

Decision – That the notes of the meeting held on 31 March 2021 be approved.

114. Leader's Update

Decision – That the oral report of the Leader of the Council giving an update on a range of issues including Staffordshire's covid rate being significantly below that for England and the West Midlands; vaccination rates in the county and Stoke-on-Trent being amongst the very best in the UK; extending the Council's thanks to its staff, the community groups, businesses and individuals who stepped up to support our communities, people and our businesses, and also to doctors, nurses, police and other professionals for their courage and dedication; the need to continue to follow the government guidance on "hands, face, space and fresh air" and to get vaccinated; and the upcoming Staffordshire Day celebrations on Saturday 1 May when we celebrate all that's great about our amazing county; be noted.

115. Minutes of the meeting of the Property Sub-Committee held on 7 April 2021

Decision – That the minutes of the meeting of the Property Sub-Committee held on 7 April 2021 be received.

116. Update from Covid Member Led Local Outbreak Control Board

Reasons for the Decision – To consider an update from the COVID-19 Member Led Local Outbreak Control Board including the continuing fall in the number of cases of Covid in Staffordshire and across England, leading to the pressure on the NHS being largely abated; the completion of the first two steps on HM Government's Roadmap from lockdown enabling schools to re-open, people allowed to meet outdoors in groups of up to six, shops opening, and outdoor hospitality resuming; the roll-out of the Covid vaccination programme with over 500,000 people in Staffordshire receiving a first dose, and 100,000 with a second dose; and concern about very rare side effects associated with the first dose of the Oxford-AstraZeneca vaccine with people under 30 now being given the choice of one of the other vaccines available.

Decision – That the report be received.

117. Staffordshire Means Back to Business

Decision – That the oral report of the Deputy Leader and Cabinet Member for Economy and Skills giving an update on “Staffordshire Means Back to Business” activity including the following matters be noted:

- The Council’s on-going response to the Covid pandemic.
- The UK economy being expected to return to normal levels by mid-2022.
- Progress against the Government’s roadmap which has enable non-essential shops and other businesses such as pubs, theme parks and zoos to reopen.
- The recent announcement by JCB of its largest order in the company’s 75 year history.
- The creation of around 1,000 jobs at the McArthurGlen Designer Outlet in Cannock.
- The commencement of the Staffordshire and Stoke-on-Trent Business Loans Fund.
- The development of programmes to support businesses across the County including;
 - Staffordshire 500, Apprentices Wage Support
 - Nil Cost Training for Employers Top Up Project
 - Small Business “To Thrive” Financial Support

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

Reasons for the Decision – To consider the key aspects of the proposals contained in the HM Government White Paper published on 11 February 2021 together with the opportunities and risks they present to the Council.

Decision – (a) That the legislative proposals set out in the White Paper and the attendant opportunities and risks, be noted.

(b) That the Council begins preparing to implement the proposals in anticipation that they will become law.

(c) that the Council seeks opportunities to influence the development of the enhanced assurance framework.

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

Reasons for the Decision – To consider proposals for the award and subsequent award of any call-off contracts under the Agreement for the Repair and Treatment of Flat Roofs and Associated Works.

Decision – (a) That the Staffordshire County Council (the “Council”) concludes its regulated procurement in line with the Public Contract Regulations 2015 for the Framework Agreement for the Repair and Treatment of Flat Roofs and Associated Works;

(b) That following the procurement process, the successful suppliers be appointed to the framework agreement for the period 1st December 2021 to 30th November 2024 and that dependent on the quality of their delivery, that the 12-month service extension be implemented to a final contract end date of 30th November 2025; and

(c) That the Director of Corporate Services be given delegated authority to:

(i) Approve the initial awards of the successful providers to the Framework Agreement, and approve entering into the Framework Agreement with successful providers;

(ii) Approve all subsequent awards of call-off contracts under this Framework Agreement and approve entering into the call-off contracts; and

(iii) (if applicable) approve the 1-year extension to the Framework Agreement in its 4th year.

120. Integrated Performance Report 2020-21 - Quarter 4

Reasons for the Decision – To consider an overview of the County Council’s progress, performance and financial position in delivering against its Strategic Plan and Delivery Plan.

Decision – That the report be received.

121. Forward Plan of Key Decisions

The Forward Plan of Key Decisions for the period 19 May to 15 September 2021, which detailed the following issues, was approved:

Subject Matter	Contact
Public Health Contracts	Name: Anthony Bullock Tel: (01785) 276649
Final Financial Outturn 2020/21	Name: Rob Salmon Tel: (01785) 276354
Executive Responses for All Party Working Groups	Name: Andrew Donaldson Tel: (01785) 278399
Community Support (including Domiciliary Care) and Community Short Breaks for Children with Disabilities	Name: Natasha Moody Tel: 07976 191079
Child Exploitation and Missing Children & Young People Service	Name: Natasha Moody Tel: 07976 191079
Future Delivery of Residential Replacement Care	Name: Dr Richard Harling

Services in Staffordshire (Learning Disabilities)	Tel: (01785) 278700
Framework Agreement for the Provision of Asbestos Removal and Encapsulation Services	Name: Ian Turner Tel: (01785) 277228
Treasury Management Outturn Report 2020/21	Name: Rob Salmon Tel: (01785) 276354
Proposed 1FE Expansion at Oldfields Hall Middle School, Uttoxeter	Name: Tim Moss Tel: (01785) 277963
Recommissioning of Care Home Services	Name: Helen Trousdale Tel: (01785) 277008

122. Exclusion of the Public

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

PART TWO

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

Reasons for the Decision – To seek approval for the spend of the grant allocation to support the Government Green Homes Grant Local Authority Delivery Scheme (GHGLADS).

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

Alan White
Leader of the Council

Minutes of the Property Sub-Committee Meeting held on 2 June 2021

Present: Alan White (Chairman)

Ian Parry
Jonathan Price

Philip White (Vice-Chairman)

Apologies: Mark Deaville

PART ONE

349. Declarations of Interest

There were no Declarations of Interest on this occasion.

350. Minutes of the Meeting held on 7 April 2021

RESOLVED – That the minutes of the meeting held on 7 April 2021 be confirmed and signed by the Chairman.

(The Chairman agreed to the following item being dealt with as urgent)

351. Property Sub-Committee - Terms of Reference- Update

The Director of Corporate Services submitted the Terms of Reference for the Sub-Committee showing revisions made to its membership details following the review of Cabinet Member portfolios.

RESOLVED – That the updated Terms of Reference be approved.

352. St. Pauls C of E (C) Primary School, Garden Street Stafford, ST17 4BT - Proposed transfer

The Sub-Committee considered a report proposing the transfer of the freehold interest in the Site required under the School Standards and Framework Act 1988 as amended by the Education and Inspections Act 2006 to St Pauls C of E (C) Primary School as trustees of the charity of Mrs Bridgeman's Trust School.

RESOLVED – That approval be given to transfer the Site to St Pauls C of E (C) Primary School as trustees of the charity of Mrs Bridgeman's Trust School.

353. Land at Shobnall Road - Proposed lease termination

The Sub-Committee considered a report proposing that the lease of the site to Shobnall Parish Council be terminated early and the County Council meet its own legal costs in the early surrender.

RESOLVED – That the lease of the site to Shobnall Parish Council be terminated early and the County Council meet its own legal costs in the early surrender.

354. Exclusion of the Public

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

355. COVID-19 Rent Arrears - Exemption paragraph 3

The Sub-Committee considered a report proposing approaches to repayment of deferred rent payments and requests for permanent rent reliefs due to impacts on tenants as a result of the Covid pandemic.

RESOLVED – That the overall position with outstanding rent be noted and the approach outlined for each tenant as outlined in the report be agreed.

Chairman

Local Members Interest
N/A

Cabinet - Wednesday 16 June 2021

Update from Covid Member Led Local Outbreak Control Board

Introduction

1. The number of new cases nationally and in Staffordshire has been rising over the last four weeks. This is largely due to the emergence of the delta variant of the virus, first identified in India, which appears to be more transmissible. We hope that the vaccination programme will suppress both the number and severity of cases such that this does not translate into an increase in hospitalisations or deaths.
2. HM Government was due to make an announcement 14 June about further progress on the Roadmap from lockdown. Whatever the outcome it seems clear that we will be living with Covid for many months and years and that it will remain important to take sensible precautions to prevent the spread of infection. That means continuing to follow the prevailing rules, maintaining good hygiene and social distancing, getting tested regularly, and isolating if we have symptoms. Residents and businesses have made an extraordinary effort over the last year and still have a vital role to play in keeping cases low and restrictions to a minimum.

Covid vaccination

3. The Covid vaccination programme continues to make excellent progress. The NHS has now administered 1,000,000 doses to Staffordshire residents. It is important that people get both doses of the vaccine to provide good protection against the delta variant. Uptake of two doses is close to 95% in over 65s, and 80% in 50 to 64 year olds. The NHS is now offering first doses to under 50s and the quicker we can get these and then second doses to people the greater the chance of avoiding a third wave of infections, hospitalisations and deaths.

Planning for 2021/22

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

List of Background Documents/Appendices:

[Staffordshire Covid Local Outbreak Management Plan](#)

Contact Details

Report Author: Dr Richard Harling
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Cabinet Meeting on Wednesday 16 June 2021

Executive Responses for All Party Working Groups (APWGs)



Cllr Alan White, Leader of the Council said,

“The county council has an ambitious agenda to deliver benefits for our residents through driving economic growth and transforming public services to help deliver better lives for Staffordshire people. In view of the scale and complexity of our strategy, frontline members have a key role to play in driving forward our thinking.

“In 2020-21 this has included All Party Working Groups, as a forum taking an overview, to help inform thought leadership through an informed debate on long term issues that affect all the communities of Staffordshire.”

Report Summary:

These All Party Working Group investigations helped to inform the debate and focused on overview around the long-term issues that affect the communities of Staffordshire and how public services, working with the private and voluntary and community sector, can plan for and address these issues.

This report asks Cabinet to consider the initial Executive Responses from the portfolio holders with regards to the recommendations from the two All Party Working Groups and the investigations focusing on Aspiration, Future Economy and Enterprise and Communities and Isolation, which identified a number of issues for Cabinet to consider.

Recommendation

I recommend that Cabinet:

- a. Receives and considers the initial executive responses of portfolio holders to the All Party Working Group recommendations, as attached.

Local Members Interest
N/A

Cabinet – Wednesday 16 June 2021

Executive Responses for All Party Working Groups (APWGs)

Recommendation of the Leader of the Council

I recommend that Cabinet:

- a. Receives and considers the initial executive responses of portfolio holders to the All Party Working Group recommendations, as attached.

Report of the Director for Corporate Services

Reasons for Recommendations:

1. Staffordshire County Council's elected members play a critical role in shaping policy and reform of public services, the All-Party Working Group investigations and overview focus has helped to inform this.
2. Portfolio holders have initially considered the findings and recommendations of each All-Party Working Group and have prepared their responses for further Cabinet consideration (as attached).
3. Pending consideration by Cabinet, the outline action plans can be shaped further, implemented and monitored as necessary on behalf of Cabinet, helping to plan for and address some of the long-term issues that affect the communities of Staffordshire.

Legal Implications

4. There are no legal implications arising as a direct result of this report, the proposed actions and work link into existing activity and priorities.

Resource and Value for Money Implications

5. There are no financial implications arising as a direct result of this report, the proposed actions and work link into existing activity and priorities.

List of Background Documents/Appendices:

Appendix 1 – Executive response to the final report and recommendations of the All Party Working Group focus on Aspiration, Future Economy and Enterprise

Appendix 1.1 – Aspiration, Future Economy and Enterprise All Party Working Group – Executive response outline action plan

Appendix 1.2 – Aspiration, Future Economy and Enterprise All Party Working Group, final reports

Appendix 2 – Executive response to the final report and recommendations of the All Party Working Group focus on Communities / Isolation

Appendix 2.1 – Communities / Isolation All Party Working Group – Executive response outline action plan

Appendix 2.2 – Communities / Isolation All Party Working Group, final reports

Contact Details

Director: John Tradewell, Director of Corporate Services

Report Author: Pete Barker / Keith Luscombe

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Local Members Interest
N/A

Cabinet - Wednesday 16 June 2021

Executive Response to the Final Report and Recommendations of the Aspiration, Future Economy and Enterprise All Party Working Group

Recommendations

I recommend that:

- a. Cabinet receives and considers the formal responses of the Portfolio Holder to the recommendations of the Aspiration, Future Economy and Enterprise All Party Working Group, which has identified a number of issues for Cabinet to consider.
- b. Cabinet considers the content of the accompanying action plan.
- c. Pending Cabinet consideration, the outline action plan and implementation of any recommendations is shaped further, implemented and monitored on behalf of Cabinet, on a six monthly exception basis, until all has been fully implemented as necessary.

Report of the Leader of the Council; Deputy Leader and Cabinet Member for Economy and Skills; Cabinet Member for Education (and SEND); Cabinet Member for Environment, Infrastructure and Climate Change

Summary

What is the Cabinet being asked to do and why?

1. The Cabinet are asked to receive and consider the initial response to the report and recommendations of the Aspiration, Future Economy and Enterprise All Party Working Group, shape the outline action plan further and to make arrangements to monitor the plan for implementing the recommendations as necessary on behalf of Cabinet. This will make sure that action is taken and delivers the intended outcome.

Report

Background

2. The Aspiration, Future Economy and Enterprise All Party Working Group undertook an Overview approach considering “How can we in Staffordshire raise aspirations around lifelong career learning and upskilling, ensuring all local people can progress into ‘better jobs’ throughout their working life?” and “Given the impacts of Covid-19 and looking to our future local economy, how can we ensure that the Staffordshire workforce - of all ages - remain ambitious for their future, and how can we encourage entrepreneurship?”

3. The findings and recommendations of the All Party Working Group investigations were submitted to Leader of the Council; Deputy Leader and Cabinet Member for Economy and Skills; Cabinet Member for Education (and SEND); Cabinet Member for Environment, Infrastructure and Climate Change, for any initial response.
4. Attached as an Appendix to this report is a table setting out:
 - a. each of the agreed recommendations;
 - b. the organisation/lead Member or officer;
 - c. the action proposed (or already taken) in response to the agreed recommendations; and
 - d. a suggested deadline for completion.

Community Impact

5. The All Party Working Groups were established to support the council's long term ambitions and putting forward proposals on how public services in Staffordshire could address economic issues that arise over the medium to long term, therefore they can have an impact on all communities in Staffordshire and all resident groups.

List of Background Documents/Appendices:

Appendix 1.1 – Executive Response Action Plan

Appendix 1.2 – Aspiration, Future Economy and Enterprise All Party Member Group Final Reports

Contact Details

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Future Economy and Enterprise All Party Working Group– Executive Response Action Plan – DRAFT

Cabinet: June 16 2021

All Party Working Group Recommendation	Proposed action (or action already taken)	Timescale	Lead Officers
From investigation: <i>‘How can we in Staffordshire raise aspirations around lifelong career learning and upskilling, ensuring all local people can progress into ‘better jobs’ throughout their working life?’</i>			
<p>1 Create an over-arching brand – Aspiration Staffordshire</p> <ul style="list-style-type: none"> • Delivered by online channels: MyStaffs, social media/ explainer videos, ‘step by step guides’ and webinars • Possibly partner with tech companies (funding/set-up support/publicity) • Integrate what is already available out there. • Champion/showcase Aspiration • ‘Building Blocks’ – Staffordshire wide aspiration survey, with a comprehensive methodology design to ascertain: <ul style="list-style-type: none"> – Availability and relevance of Information about skills/careers/ jobs – Motivation – Attitudes and dispositions – Perceptions of access to training and better skilled jobs – Perceived opportunities/barriers – Individual confidence/capabilities – ‘Mine’ for future Influencers and champions 	<p>Development of overarching Staffordshire Story and brand identity already completed and launched. County place branding work and Place Branding Manager are now in place, and we can ensure this ties into that overall approach.</p> <p>Already have key representation on the new Staffordshire Place Board from Staffordshire University and Keele University, as well partner who ran Staffordshire Business School and continues outreach programmes with the local education community.</p> <p>There is much activity on webinars, step by step guides etc already in existence. Next step is drawing together into an easily accessible, well-advertised place.</p> <p>Activity is happening around partnering with technology companies, including an organisation currently working with us around revitalising retail etc.</p> <p>Skills Hub activities include much of this recommendation but we are able to further promote access to training.</p> <p>Next steps:</p> <p>Further develop network of Staffordshire Ambassadors within higher education and in business, who can act as a vital link between students and potential employment</p>	<p>Review of progress and next steps in autumn 2021</p>	<p>Louisa Grocott, Clare Abbotts (SSLEP)</p>

Future Economy and Enterprise All Party Working Group– Executive Response Action Plan – DRAFT

	All Party Working Group Recommendation	Proposed action (or action already taken)	Timescale	Lead Officers
		<p>Establish and build links between We are Staffordshire work and existing mentoring and training opportunities within key partners such as the Chamber of Commerce</p> <p>Explore a dedicated taskforce within higher education institutions, apprenticeship providers and key partners such as SSLEP to develop a strategy to retain young, skilled professionals in Staffordshire and improve the pathways to employment</p>		
2	<p>Aspiration Staffordshire – ‘Toolbox’</p> <ul style="list-style-type: none"> Currently a huge range of support available online but lacks somewhere to come together ‘under the same roof’ in Staffordshire – for ease of access 	<p>Staffordshire Story and toolbox launched in late 2020 – opportunity to grow and develop this as a platform and make materials accessible via the new We Are Staffordshire website, which will have a dedicated ‘member portal’ for Ambassadors to access/download assets</p> <p>Options paper has been produced for feasibility re a ‘one stop’ digital platform for information. A web based approach will offer the comprehensive signposting solution required, and consideration is already being given to the correct model.</p>	Further development through summer 2021	<p>Louisa Grocott</p> <p>Anthony Bamsey</p>
3	<p>Aspiration Staffordshire - Ambassador Network</p> <ul style="list-style-type: none"> Cabinet member and Council officer leads District / Divisional – Council members, local practitioners Local Place – Schools, business, community groups Linked though an online resource 	<p>Ambassador Network is being developed as a central pillar of the Staffordshire placemaking work with a formal commitment process being developed in tandem with the new We Are Staffordshire website</p> <p>Programme of Ambassador events scheduled bi-monthly as ‘show and tell’ of key updates and success stories in the county, as well as providing a platform for debate and networking</p>	Ambassador Network launched already and in further development through 2021. Review of progress in	Louisa Grocott

Future Economy and Enterprise All Party Working Group– Executive Response Action Plan – DRAFT

	All Party Working Group Recommendation	Proposed action (or action already taken)	Timescale	Lead Officers
Page 17		<p>Ambassadors will act as key ‘salesforce’ for Staffordshire, providing spokespeople and key speakers for targeted events or investment roadshows in Birmingham, Manchester, London and internationally</p> <p>Working with SSLEP and Make it Stoke & Staffs on aligned approach for key investment events such as MIPIM, where key Ambassadors will be key to promoting the Staffordshire offer (JCB, Lucideon, Moog etc).</p> <p>The LEP has supported the development of the Stoke-on-Trent & Staffordshire Careers and Enterprise Company Enterprise Adviser Network, including the Skills Hubs. The Enterprise Adviser Network brings together schools and business leaders. There are now currently 85 Stoke and Staffordshire Schools in the network, of which 81 have signed-up to be Careers Hub schools.</p> <p>Entrust coordinates the Staffordshire STEM Ambassador Hub to help inspire young people in Science, Technology, Engineering and Mathematics. Entrust are currently engaging with 1,240 STEM Ambassadors who aim to understand the needs of employers and engage with pupils and teachers to develop vocational, professional and technical skills and competencies within the STEM arena.</p>	autumn 2021	<p>Nicola Kent, Lauren Hunt, Louisa Grocott</p> <p>Anthony Bamsey</p> <p>David Poole</p>
4	<p>Post Covid-19 world</p> <ul style="list-style-type: none"> • Raising Aspiration in Staffordshire has never been more important as we face the post Covid-19 challenges • A key pillar of the recovery • Online usage has accelerated as a means of communication, learning and interaction’ 	<p>Understanding and reacting to the impacts of Covid-19, and building on progress so far, is a major theme of the next investigation below.</p>	See below	See below

Future Economy and Enterprise All Party Working Group– Executive Response Action Plan – DRAFT

From investigation: *Given the impacts of Covid-19 and looking to our future local economy, how can we ensure that the Staffordshire workforce - of all ages - remain ambitious for their future, and how can we encourage entrepreneurship?*

First sub-theme: **Giving Support to existing businesses to help them to recover and grow**

5	<p>Places for businesses to grow:</p> <ul style="list-style-type: none"> • Create physical Enterprise Hubs as one stop shops for business support – town centre presence • Business growth units in town centres – use empty units, where possible, as low-risk popups • Introduce more small business units across the county – workshops needed more than office space 	<p>We have physical Enterprise Hubs, but need to further develop what we have and explore need for creation of further new hubs. There are 7 in Staffordshire with exploration around 2-3 more, including Shire Hall in Stafford as a pilot for flexible, creative and digital-targeted business space.</p> <p>Work is also underway to make better use of existing SCC premises to create space for business start ups, in the next year. Feasibility study is currently looking into areas this might need to target.</p> <p>Pop ups could be trialled in town centre areas, and feasibility study may support this. These sites could stretch to showcase Staffordshire products or work with existing businesses to stock Staffordshire produce.</p>	<p>Feasibility study released May 2021</p>	<p>Nicola Kent</p>
6	<p>Networks, Mentoring and showcasing:</p> <ul style="list-style-type: none"> • Mentoring and peer support networks can be developed further, alongside showcasing positive Staffordshire examples – share inspirational examples between businesses. • Use parish-level and community networks, and councillors, to champion this approach in Rural /urban areas • Through a holistic communications package, promote the support that is <u>already</u> out there especially to hard to reach communities 	<p>Staffordshire Chamber of Commerce co-ordinate a lot of this activity already, including peer support networks and manufacturing-related groups. Recently completed a BEIS-funded series of peer-to-peer networks with another round forthcoming.</p> <p>A mentoring programme does already exist within Staffordshire Chamber of Commerce, so there is an</p>	<p>In development through summer 2021</p>	<p>Nicola Kent / Louisa Grocott</p>

**Future Economy and Enterprise All Party Working Group– Executive Response Action Plan –
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Page 19	<ul style="list-style-type: none"> Consider a financial incentive for businesses to get involved 	<p>opportunity to work with them to develop a collaborative mentoring programme, supported by local universities and colleges</p> <p>Feedback is needed from customer-side about where these new networks should focus and how they should be structured. Communications support will be required to spread this message</p> <p>Final draft of rural economic strategy has been developed. A task group of people will be assembled to focus on making it happen.</p> <p>As above, the education, youth retention and diversity sub group and the innovation and business subgroup could also support the creation of a mentoring programme between businesses and young professionals/those in education aged 18-25</p>		
7	<p>Staffordshire Business Branding</p> <ul style="list-style-type: none"> Further develop the Staffordshire Brand, and consider rolling campaigns with local authorities & Parishes and Chamber of Commerce partners, Business improvement districts (BIDs) Develop a Staffordshire-branded Amazon-style marketplace for local products and businesses to use as a platform 	<p>Roll out of the Staffordshire place branding continues with collaboration across key partnerships including SSLEP & Make it Stoke & Staffs plus the Staffs DMP.</p> <p>The work mentioned in row 1 could include exploration of the local marketplace concept and thinking around this will be developed as outlined in recommendation 5 through pop-ups and high footfall destinations.</p>	<p>Feasibility study in April 2021</p>	<p>Nicola Kent / Louisa Grocott / Clare Abbotts (SSLEP), Lauren Hunt</p>

Future Economy and Enterprise All Party Working Group– Executive Response Action Plan – DRAFT

8	<p>Going digital</p> <ul style="list-style-type: none"> • Ensure that online working and cyber security, in particular, are addressed in local & micro business economy through greater signposting to Chamber and partner support • Consider local authority partner campaigns, as above, to focus on this 	<p>This is recognised as a key challenge and a major partnership campaign has been underway around this, including work with Staffordshire Police, Action Fraud and others. Opportunities will be explored to do more around this.</p> <p>Chamber of Commerce run a government-funded scheme that helps individual businesses to recover from becoming victim of cyber fraud.</p>	Campaign continuing	Partnership work, Nicola Kent lead from SCC side
9	<p>Use of existing survey data</p> <ul style="list-style-type: none"> • Extensive business survey data is already feeding into the county and partner response and gives an overview of sectors most affected and priority sectors for recovery • 	<p>Survey data is collated and used centrally within Staffordshire County Council and its key economic partners. This helps to shape forward planning on the entire economic recovery agenda.</p> <p>Opportunity to develop further surveys on key priorities (climate, business, youth retention, regeneration etc) through Staffordshire placemaking work, utilising novel technologies to be explored further through placemaking work/Place Board.</p>	Further exploration through summer 2021	David Poole, Darren Farmer
10	<p>A focus on the Hospitality Industry</p> <ul style="list-style-type: none"> • Following that local insight, consider grant and support programme specifically focused on a range of hospitality businesses that have been heaviest hit 	<p>Recent work with this industry has revealed some challenges around resilient business practices for companies in the sector.</p> <p>Opportunities are being explored for how to address this, but includes promotion to support already available, as above.</p>	Exploration through summer 2021	Nicola Kent, Andrea Sammons

Future Economy and Enterprise All Party Working Group– Executive Response Action Plan – DRAFT

Sub-theme 2: Giving new businesses and entrepreneurs the best start and ongoing support

All actions below are designed to complement Staffordshire Start Up Prospectus:

11	<p>Ongoing support and mentoring group:</p> <ul style="list-style-type: none"> Mentoring support for new businesses is successful when carried out over 3 years, but support should be considered for extending this to 5 years to aid on-going growth 	<p>An option being explored for how to deliver this is around a specific business advisor whose role is to provide this support to the fifth year</p> <p>Staffordshire Start Up Scheme and existing mentoring support like Let's Do Business are great successes, but can run alongside the above.</p>	<p>Exploration during summer 2021</p>	<p>Nicola Kent</p>
12	<p>'Matching for mentoring' scheme:</p> <ul style="list-style-type: none"> Introduce a pre-start-up programme to match those with ideas to business-minded partners and support – 'Business Angels' approach 	<p>This has been explored previously but it can be challenging to find Business Angel partners in a rural county area. Options are being explored to identify and replicate successful approaches in other similar areas.</p>	<p>April 2021 for engagement with other areas</p>	<p>Nicola Kent</p>
13	<p>Staffordshire Graduate Retention Programme</p> <ul style="list-style-type: none"> Across all sectors, develop a greater understanding of our graduate retention and in partnership with our Universities focus on improving the rate Consider how social circles for young entrepreneurs can be improved and developed 	<p>Partnership conversations with universities and FE colleges in the county will help to develop next steps on this recommendation and ties into wider place marketing work.</p> <p>A thriving cultural offer is a key aspect of this so town centre recovery from Covid will need to include this thinking.</p> <p>Incubation and start-up hubs, and/or newly converted pop up spaces being considered above could support this.</p> <p>Mentoring could be considered as per point 6.</p>	<p>Ongoing as part of other workstreams through summer 2021.</p>	<p>David Poole, Louisa Grocott, Lauren Hunt/Caroline Mairs</p>

**Future Economy and Enterprise All Party Working Group– Executive Response Action Plan –
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		Education youth and diversity focus group (as a strand of placemaking work) will feed into this		
14	<p>Consider a Rural Business Loans scheme</p> <ul style="list-style-type: none"> Building on the success of previous phases of the Staffordshire Business Loan Fund, establish a new phase business loan fund – using SCC investment for targeting rural SMEs as part of a wider joint approach covering the whole of Staffordshire and Stoke-on-Trent. 	<p>This scheme is now approved and is launching from 1 April. Using £490k of SCC funding which is ringfenced for rural businesses, and partner input from Stoke-on-Trent City Council and BCRS, £2million has been raised for this 5 year scheme, with loans between £10k and £50k.</p>	1 April	Nicola Kent, Ian Jackson
15	<p>Accessible funding Opportunities</p> <ul style="list-style-type: none"> Historically some businesses are precluded from accessing funding currently by EU funding regulation red tape – when local arrangements to replace EU funding are developed, ensure (through lobbying or local design) that we avoid replicating that 	EU funding regulations will still apply until 2023, but we will explore any alternative funding options which emerge before then as we move towards the United Kingdom Single Prosperity Fund.	Ongoing	Nicola Kent, Sarah Simpson
16	<p>Ignite +</p> <ul style="list-style-type: none"> Look to expand the pilot approach from FE colleges to include 6th forms and Schools as soon as is practicable 	<p>This scheme starts in September 2021. Mature FE students are being directed into the Start Up scheme.</p> <p>A bespoke student start-up programme for young entrepreneurs, Ignite, has launched, delivered in an engaging and interactive way through an online platform. It is a 3 year, county-wide initiative designed to encourage young people to understand the basics of entrepreneurialism and enterprise. In year 1 it aims to engage 4,000 students through a dedicated programme leading to 300 engaged online with 100 taking the intensive 5-day programme. This will lead to a target of 20 business starts. To be rolled out to School 6th Forms from 21/22.</p>	21/22	David Poole

**Future Economy and Enterprise All Party Working Group– Executive Response Action Plan –
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17	<p>Developing an Enterprise Ecosystem</p> <ul style="list-style-type: none"> • Continue to work with local partners around extending out from Keele University and Staffordshire University) into towns and communities • Tap into Staffordshire University Catalyst centre development and Keele’s IC6 centre/ wider ‘Keele Deal’ pledges 	<p>As above, a thriving cultural offer will be key to getting the most economic benefit from the activity and ecosystems around our universities.</p> <p>Major bids recently into the Towns Fund, Future High Street Fund and support from the Community Renewal Fund have seen major investment into Newcastle and other areas of Staffordshire, and work is underway about how to ensure the benefit of this is felt in wider areas, including around skills development.</p> <p>Regeneration and culture is another key focus area for Staffordshire placemaking work with an opportunity to explore a taskforce/subgroup of the Place Board together with key partners.</p>	<p>June 2021 deadline for Community Renewal Fund and Levelling Up Fund</p>	<p>District and Borough councils leading on Town Fund and Future High Streets Fund</p> <p>Anthony Hodge leading on Levelling Up Fund and Anthony Baines on Community Renewal Fund</p>
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WORKING DRAFT

APWG Chairs feedback

CIr Simon Tagg:

‘How can we in Staffordshire raise aspirations around lifelong career learning and upskilling, ensuring all local people can progress into ‘better jobs’ throughout their working life?’



Approach taken

- Build on findings from last APWG ‘How can Communities raise the level of Aspiration across Staffordshire’
- Convene Member workshops to Reviewed background information including local data, knowledge gained from skills/advisory panels, local industrial strategy, sectors at risk as a result of AI and automation and review the Education & Skill Strategy
- Hold a ‘Think Tank’ session with partner representation from across the county and sectors to gain an insight to shape development of an ‘Aspiration Staffordshire’ tool box
- Investigate the lifelong learning and skills pathway opportunities and careers guidance needed to raise aspirations starting early, supporting access to better jobs.
- Considered the development of a countywide residents (all ages) survey to ascertain the views regarding skills and aspirations.
- Considered appropriate and effective communication methods to raise the profile of this agenda and promote opportunities



Background

- Research meetings:
 - First Member Workshop on 4th December 2019
 - Partner/Member ‘Think Tank’ on 18th December 2019 (participants included Early Years, Schools and Post-16 frontline practitioners)
 - Final Member Workshop 4th March 2020
 - Wash-up Session to finalise recommendations 16th March 2020

- Initial question breaks down into 4 areas (detailed on following slides)



Themes – Early Years

Current levels of aspiration (Findings):

- Impact on pre 4 year olds has a direct link to attainment & aspirations in later life
- Where aspiration is low in parents, it is low in children
- Cycle of lack of ambition often runs in families
- The behaviour change from school to home, impacts on children

What needs to change:

- How do we get to families to support their understanding of engaging with their children?
- Training for staff working with children is highlighted as an area for improvement
- Whole family approach to engagement – grandparent buy in

How do we get there:

- More direct activities to help engage parents & family members
- Parental engagement with schools and nurseries needs to improve (Raising Aspiration – Staffordshire University work relating to attainment)
- Encourage more social interaction between parents
- Harness the power of local community groups and organisations



Themes – Young People

Current levels of aspiration:

- Advice and guidance is key – children & parents often don't have access to information
- Careers advice needs to improve and start earlier
- Lack of knowledge of the world of work and work experience
- Disadvantage groups getting left behind

What needs to change:

- Great visibility of careers advice earlier in the curriculum
- More engagement with employers - careers advice given by people with business/commercial/enterprise experience
- Better access to information on job/career paths, case studies for both children & parents

How do we get there:

- Advice and guidance to include parents
- Employer support network – to work with schools to give advice and arrange career 'taster' days
- Use social media to inspire young people and showcase career opportunities
- Build a network local business champions & ambassadors



Themes – Adults Upskilling and Reskilling

Current levels of aspiration:

- Average working life involves 9 career changes - People don't manage change well
- Those with little or no skills tend to have less aspiration – need the most help
- Not enough access to training / career enhancement opportunities in the workplace
- Mismatch in what businesses need and what training providers are offering

What needs to change:

- How do we support people to recognise skills needed in the future jobs market and help them to manage the change?
- Encourage succession planning in businesses
- Better business growth support for self-employed
- Life-long careers advice

How do we get there:

- Support network – case studies / success sharing
- Career progression advice
- E-learning – Skills module building
- Effective social media awareness campaigns



Themes – Adults and Lifelong Learning

Current levels of aspiration:

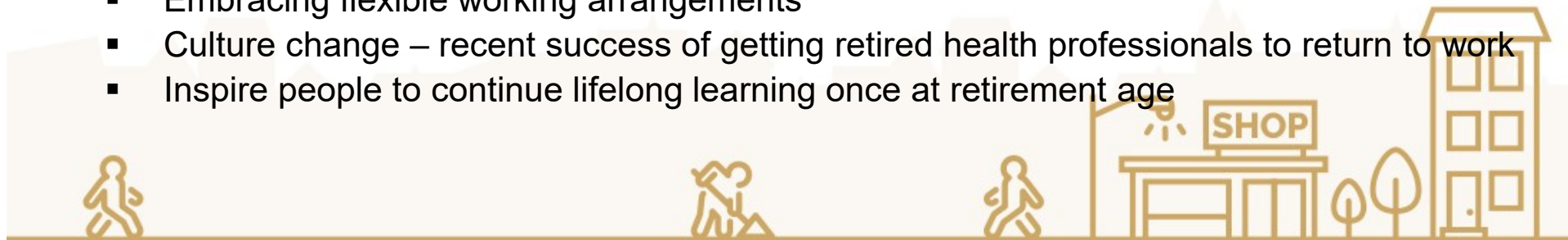
- Fear of failure & embarrassment
- Sections of older work force disengaged from training and upskilling
- Limited opportunities even though there is a deep reserve of experience

What needs to change:

- Recognition that transferrable skills can support the labour market
- Awareness of skills updates and refreshers
- Location & Transport are a barrier – can be overcome by online/home working?
- Business & work environment – is it set up for ‘older people’, physically and mentally
- Older members of staff seen as mentors and a key part of succession planning

How do we get there:

- Sign posting and access to the right skills and training
- Holistic review of lifelong learning including health and well-being
- Embracing flexible working arrangements
- Culture change – recent success of getting retired health professionals to return to work
- Inspire people to continue lifelong learning once at retirement age



Education and Skills Strategy

Whilst endorsing the Education and Skills Strategy members made the following suggestions:

- Make more use of existing channels with employers (SCC working relationships, LEP, Chambers, Federation of Small Business)
- A countywide survey to ascertain views regarding skills and aspirations would help to inform the work of Partnership
- Wider awareness & ownership of frontline staff and use of Champions and Ambassadors is key



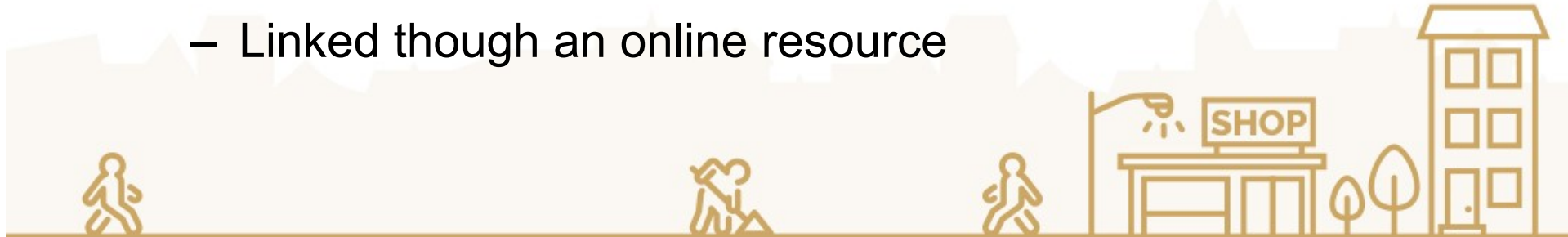
Recommendations to the Cabinet:

- **Create an over-arching brand** – Aspiration Staffordshire
 - Delivered by online channels: MyStaffs, social media/ explainer videos, ‘step by step guides’ and webinars
 - Possibly partner with tech companies (funding/set-up support/publicity)
 - Integrate what is already available out there.
 - Champion/showcase Aspiration
- **‘Building Blocks’** – Staffordshire wide aspiration survey, with a comprehensive methodology design to ascertain:
 - Availability and relevance of Information about skills/careers/ jobs
 - Motivation – Attitudes and dispositions
 - Perceptions of access to training and better skilled jobs
 - Perceived opportunities/barriers
 - Individual confidence/capabilities
 - ‘Mine’ for future Influencers and champions



Recommendations to the Cabinet:

- **Aspiration Staffordshire – ‘Toolbox’**
 - Currently a huge range of support available online but lacks somewhere to come together ‘under the same roof’ in Staffordshire – for easy of access
- **Aspiration Staffordshire - Ambassador Network**
 - Cabinet member and Council officer leads
 - District / Divisional – Council members, local practitioners
 - Local Place – Schools, business, community groups
 - Linked though an online resource



Recommendations to the Cabinet:

- Post Covid-19 world
 - Raising Aspiration in Staffordshire has never been more important as we face the post Covid-19 challenges
 - A key pillar of the recovery
 - Online usage has accelerated as a means of communication, learning and interaction'

'Half the people on the planet are active on social media, 16-24 year olds spend more than 3 hours a day on social media, during covid-19 nationally the number of people using social media for 4 hours or more has rocketed'

.....

Any Questions?



Future Economy and Enterprise - All Party Working Group

Final Draft Report
Winter 2020



Focus of investigation

Given the impacts of Covid-19 and looking to our future local economy, how can we ensure that the Staffordshire workforce - of all ages - remain ambitious for their future, and how can we encourage entrepreneurship?

Process and approach taken

- Engagement with partners and key officers – ensuring added value
- First Member meeting 21st October – scoping session
- Two engagement sessions with key partners from across Staffordshire and Stoke-on-Trent
 - 9 November - **How can we support existing businesses, and help them to recover and grow?**
 - 16 November - **How can we give new businesses and entrepreneurs the best start and ongoing support in challenging times?**
- Final Member themes session 25th November – draft recommendations
- Finalised and tested recommendations

Background and starting point

- Smaller numbers of start ups than West Midland and England averages, but better survival rates
- Many new businesses maintain consistent productivity rather than pursuing growth
- Much lower R&D spend in Staffordshire than some neighbouring areas
- Lower patenting activity than West Midlands and national average
- Evidence that some businesses operate without basic business management processes
- Many businesses have been forced to close or are only partially open due to Covid-19 lockdowns

**Giving Support to existing businesses to help
them to recover and grow**



Findings

- Help is out there but we need to ensure the message gets out – system feels fragmented
- Balancing the day job with seeking support / pursuing growth is difficult and complex for many small businesses
- Positive promotion and encouragement to entrepreneurs could be very impactful
 - via case studies and as much showcasing as we can do, involving all our organisations
- ^{Project 1} There's a missed cohort (micro/home-based businesses) for funding support, who can often fall through the gaps
- Cyber security (and wider digital ability) revealed as an important focus area for Staffordshire businesses
- Town centres are not just retail – the whole visitor offer is more important than ever, and it will take real innovation
- Low-risk, pop-up retail can support entrepreneurialism and support the population and draw of town centres
- There is extensive data from surveys already being collated to help us understand which sectors are most affected
- Overall, need to create the stable market conditions for people to invest in.

Recommendations

1. Places for businesses to grow:

- Create physical Enterprise Hubs as one stop shops for business support – town centre presence
- Business growth units in town centres – use empty units, where possible, as low-risk popups
- Introduce more small business units across the county – workshops needed more than office space

2. Networks, Mentoring and showcasing:

- Mentoring and peer support networks can be developed further, alongside showcasing positive Staffordshire examples – share inspirational examples between businesses
- Use parish-level and community networks, and councillors, to champion this approach in Rural /urban areas
- Through a holistic communications package, promote the support that is already out there especially to hard to reach communities
- Consider a financial incentive for businesses to get involved

3. Staffordshire Business Branding

- Further develop the Staffordshire Brand, and consider rolling campaigns with local authorities & Parishes and Chamber of Commerce partners, Business improvement districts (BIDs)
- Develop a Staffordshire-branded Amazon-style marketplace for local products and businesses to use as a platform

Recommendations

4. Going digital

- Ensure that online working and cyber security, in particular, are addressed in local & micro business economy through greater signposting to Chamber and partner support
- Consider local authority partner campaigns, as above, to focus on this

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5. Use of existing survey data

- Extensive business survey data is already feeding into the county and partner response and gives an overview of sectors most affected and priority sectors for recovery

6. A focus on the Hospitality Industry

- Following that local insight, consider grant and support programme specifically focused on a range of hospitality businesses that have been heaviest hit

Giving new businesses and entrepreneurs the best start and ongoing support



Findings

- Lots going on around post- and pre-18, and it's timely to look at how this can be scaled or adapted
- Making links between schools and employers is hugely transformational
- Skills and leadership (lack of mentoring etc) can often be the obstacles to growth or diversification
- Fragmentation of support offer is still an issue throughout the system
- The key again is promoting support that's already available
- Graduate retention a big challenge but a key one
- Digital and network-based working cannot risk leaving some potential entrepreneurs behind
- Innovation and investment in networks could deliver huge impact
- We do not have a lack of new ideas, but commercialisation of them is low

Recommendations

To complement Staffordshire Start Up Prospectus:

1. Ongoing support and mentoring group:

- Mentoring support for new businesses is successful when carried out over 3 years, but support should be considered for extending this to 5 years to aid on-going growth

Page 46

2. 'Matching for mentoring' scheme:

- Introduce a pre-start-up programme to match those with ideas to business-minded partners and support – 'Business Angels' approach

3. Staffordshire Graduate Retention Programme

- Across all sectors, develop a greater understanding of our graduate retention and in partnership with our Universities focus on improving the rate
- Consider how social circles for young entrepreneurs can be improved and developed

Recommendations

4. Consider a Rural Business Loans scheme

- Building on the success of previous phases of the Staffordshire Business Loan Fund, establish a new phase business loan fund – using SCC investment for targeting rural SMEs as part of a wider joint approach covering the whole of Staffordshire and Stoke-on-Trent.

5. Accessible funding Opportunities

Page 47 Historically some businesses are precluded from accessing funding currently by EU funding regulation red tape – when local arrangements to replace EU funding are developed, ensure (through lobbying or local design) that we avoid replicating that

6. Ignite +

- Look to expand the pilot approach from FE colleges to include 6th forms and Schools as soon as is practicable

7. Developing an Enterprise Ecosystem

- Continue to work with local partners around extending out from Keele University and Staffordshire University) into towns and communities

Local Members Interest
N/A

Cabinet - Wednesday 16 June 2021

Executive Response to the Final Report and Recommendations of the Communities and Isolation All Party Working Group

Recommendations

I recommend that:

- a. Cabinet receives and considers the formal responses of the Portfolio Holder to the recommendations of the Communities and Isolation All Party Working Group, which has identified a number of issues for Cabinet to consider.
- b. Cabinet considers the content of the accompanying action plan.
- c. Pending Cabinet consideration, the outline action plan and implementation of any recommendations is shaped further, implemented and monitored on behalf of Cabinet, on a six monthly exception basis, until all has been fully implemented as necessary.

Report of the Leader of the Council; Deputy Leader and Cabinet Member for Economy and Skills; Cabinet Member for Health and Care; Cabinet Member for Communities and Culture; Cabinet Member for Finance and Resources; Cabinet Member for Children and Young People

Summary

What is the Cabinet being asked to do and why?

1. The Cabinet are asked to receive and consider the initial response to the report and recommendations of the Communities and Isolation All Party Working Group, shape the outline action plan further and to make arrangements to monitor the plan for implementing the recommendations as necessary on behalf of Cabinet. This will make sure that action is taken and delivers the intended outcome.

Report

Background

1. The Communities and Isolation All Party Working Group undertook an Overview approach considering “Loneliness & feelings of isolation in young people is on the rise. How can we work with communities to tackle this?” and “How can we build on the surge in volunteering and social action, specifically to drive Place Based Approach and Supportive Communities further?”

2. The findings and recommendations of the All Party Working Group investigations were submitted to Leader of the Council; Deputy Leader and Cabinet Member for Economy and Skills; Cabinet Member for Health, Care and Wellbeing; Cabinet Member for Communities and Culture; Cabinet Member for Finance; Cabinet Member for Children and Young People, with a request for their initial response.
3. Attached as an Appendix to this report is a table setting out:
 - a. each of the agreed recommendations;
 - b. the organisation/lead Member or officer;
 - c. the action proposed (or already taken) in response to the agreed recommendations; and
 - d. a suggested deadline for completion.

Community Impact

4. The All Party Working Groups were established to support the council's long term ambitions and putting forward proposals on how public services in Staffordshire could address community issues that arise over the medium to long term, therefore they can have an impact on all communities in Staffordshire and all resident groups.

List of Background Documents/Appendices:

Appendix 1.1 – Executive Response Action Plan

Appendix 1.2 – Communities and Isolation All Party Member Group Final Reports

Contact Details

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Communities / Isolation All Party Working Group – Executive Response Action Plan
Cabinet: 16th June 2021

	Recommendation	Proposed action (or action already taken)	Lead Member/Officer	Deadline
Page 51	<p>No.1 <i>(Working together / community flexibility and resilience)</i> Work together with communities and partners to provide support to re-open community venues. Build flexibility into communities / community services to increase resilience, working closely with service providers and to get ready for when covid-19 restrictions are lifted.</p>	<p>Ensure, particularly through the Communities Delivery Plan (approved by Cabinet in December 2020), that collaborative working supports community resilience, including ‘re-opening and growing’ community assets. This will be taken forward in the following ways:</p> <ul style="list-style-type: none"> a) Ensuring alignment with the work of the Communities Recovery Group across libraries, children’s centres, archives and heritage, country parks and Rights of Way and Highways community programmes to support recovery of community assets b) Embedding lessons from Covid-19 into the Place Based Approach and key community assets, including children’s centres and libraries c) Ensuring the strengths based social recovery and developing Supportive Communities delivery plan incorporates asset development, working with communities, voluntary sector partners and parishes d) Recovery and growth of local community groups and facilities will be key consideration in the review of Members fund for 2021/22 following success of Covid-19 fund 	<p>1a) Cabinet Member for Communities and Culture/ Helen Riley /Janene Cox/Catherine Mann</p> <p>1b) Cabinet Member for Communities and Culture /Cabinet Member for Children and Young People /Helen Riley /Natasha Moody /Catherine Mann /Joseph Sullivan</p> <p>1c) Cabinet Member for Health, Care and Wellbeing /Richard Harling /Claire McIver /Tilly Flanagan</p> <p>1d) Leader of the Council /Cabinet Member for Communities and Culture /John Tradewell /Ann-Marie Davidson /Pete Barker</p>	<p>1a) June 2021</p> <p>1b) August 2021</p> <p>1c/ 1d) April 2021</p>

Communities / Isolation All Party Working Group – Executive Response Action Plan

	Recommendation	Proposed action (or action already taken)	Lead Member/Officer	Deadline
Page 52	<p>No.2 <i>(Training and navigation skills)</i> Ensure access to training (including health literacy and digital skills) for volunteers and Members, helping to build on and develop 'Navigation skills' (in addition to signposting) to support communities to access the right local community support</p>	<p>This will be progressed through the Digital Inclusion plan (approved by Cabinet in February 2021), Supportive Communities programme (2021-22), VCSE Strategic Capacity Building Partnership and Members Programme, by:</p> <p>a) Effective communication engagement and training (including Community Help Point training for Elected Members) being part of the developing Supportive Communities programme, which focuses on harder to reach adults, communities, and vulnerable groups (aged 18+)</p> <p>b) Ensuring training for volunteers, supported by the VCSE Strategic Capacity Building Partnership, focuses on Community Help Points, and helps develop navigation skills / awareness of community support available</p> <p>c) The Digital Inclusion Plan and Members Induction development, includes a clear focus to encourage / help Elected Members promote digital access and signposting residents to digital resources and support where possible (particularly in areas with higher risk of digital exclusion)</p>	<p>2a) Cabinet Member for Health, Care and Wellbeing /Richard Harling /Claire McIver /Tilly Flanagan</p> <p>2b) Cabinet Member for Communities and Culture/John Tradewell /Andrew Donaldson /Jon Topham</p> <p>2c) Cabinet Member for Economy and Skills / Cabinet Member for Finance /John Tradewell /Andrew Donaldson /Ann-Mare Davidson /Pete Barker</p>	<p>2a) June 2021</p> <p>2b/ 2c) July 2021</p>
	<p>No.3 <i>(Community Help – and Health-Points)</i> Explore potential of 'Community Help (and Health) Points' with the support local communities, parish councils, community and neighbourhood groups volunteers, to meet current and future local needs / maximise volunteer capacity</p>	<p>Through the Supportive Communities programme (and Do It Staffordshire / County Council volunteer recruitment), the lessons learned from existing 14 'Community Help Points' will be considered alongside any potential to build on this for any volunteer led 'Community Help -and Health- Points'</p>	<p>Cabinet Member for Health, Care and Wellbeing /Richard Harling / Claire McIver /Tilly Flanagan</p>	<p>July 2021</p>

Communities / Isolation All Party Working Group – Executive Response Action Plan

	Recommendation	Proposed action (or action already taken)	Lead Member/Officer	Deadline
Page 53	<p>No.4 <i>(Build on positive communication links)</i></p> <p>Continue to build on the improved communications and links across the County Council, District / Borough councils, Parish Councils, voluntary and local service providers to ensure community support and resilience</p>	<p>Building on key learning around improved communication from the response and recovery to the Covid19 pandemic is key. To further progress this:</p> <p>a) DoingOurBit ‘local campaigns’ will promote resilience, encourage social action and improve communications with communities locally (the initial focus will be on loneliness)</p> <p>b) The Members Programme will enable and drive communication and links, including initially as part of the developing role of Parish Councils (i.e. the initial Loneliness campaign).</p> <p>c) The Supportive Communities delivery plan (2021-22) will include a focus on supporting the covid-19 response, strong partnerships, robust data and insight, alongside effective communication and engagement across partners - with communities at the heart</p>	<p>4a) Cabinet Member for Communities and Culture/John Tradewell /Andrew Donaldson /Rose Hampton /Adam Rooney</p> <p>4b) Leader of the Council /Cabinet Member for Communities and Culture /John Tradewell /Andrew Donaldson /Pete Barker</p> <p>4c) Cabinet Member for Health, Care and Wellbeing /Richard Harling /Claire McIver /Tilly Flanagan</p>	<p>4a) end of May 2021</p> <p>4b / 4c) June 2021</p>
	<p>No.5 <i>(Linking schools and older people)</i></p> <p>‘Buddy up’ with schools to explore potential to reduce isolation of older people</p>	<p>As part of the Digital Inclusion plan, identify key work already in place and explore opportunities to potentially establish a scheme linking schools with residential care homes to reduce social isolation and promote digital connectivity</p>	<p>Cabinet Member for Finance /Cabinet Member for Communities and Culture /John Tradewell /Andrew Donaldson/ /Tilly Flanagan</p>	<p>June 2021</p>

Communities / Isolation All Party Working Group – Executive Response Action Plan

	Recommendation	Proposed action (or action already taken)	Lead Member/Officer	Deadline
No 6	<p><i>(MPFT links and opportunities)</i> Consider opportunities to work collaboratively to improve awareness / links to community support and also help support the mental health of everyone in our communities (e.g. with MPFT and other key partners)</p>	<p>With communities at the heart, ensure through the Supportive Communities delivery plan that opportunities are considered around:</p> <ul style="list-style-type: none"> • Alignment with social prescribing and the NHS/ Primary Care Networks • Supporting and promote Staffordshire Connects as <i>the directory</i> for local community support / assets across Staffordshire • A targeted community response to reduce isolation and loneliness to help improve the mental health in our communities 	Cabinet Member for Health, Care and Wellbeing /Richard Harling /Claire McIver /Tilly Flanagan	June 2021
No.7	<p><i>(Help tackle young people's loneliness/ isolation)</i> Help tackle loneliness / isolation in young people working with communities, particularly promoting local community support and seeking ongoing views of young people to inform the approach</p>	<p>Working together with communities to help tackle this important issue, building on strengths that already exist and support action requires a continued focus. To further progress this, including through maximising the reach of Staffordshire Connects and information advice and guidance and we will:</p> <ol style="list-style-type: none"> a) Ensure DoingOurBit 'Let's beat loneliness together' campaign promotes resilience by: recognising what loneliness is and how to reach out to family, friends or trusted adults.; help them take practical steps to combat loneliness, including developing an education pack to help understand the issue and the steps they can take to address it b) Ensure that people are connected with local sources of support through Staffordshire Connects, encouraging Elected Members and local organisations / groups to input and promote this locally c) Ensure engagement, for example with Staffordshire Youth Union, Voice Project and feedback from partners, helps inform the potential support on offer further tackle issues (i.e. developing Staffordshire Connects further) 	<p>7a) Cabinet Member for Communities and Culture / John Tradewell/ Andrew Donaldson / Rose Hampton</p> <p>7b / c) Cabinet Member for Children and Young People /Helen Riley /Natasha Moody /Marie Wood</p>	<p>7a) July 2021</p> <p>7b / c) Ongoing</p>

APWG Chairs feedback

‘Loneliness & feelings of isolation in young people is on the rise. How can we work with communities to tackle this?’

Cllr Keith Flunder, APWG Chair



Introduction and format

This study was established to look at the following questions:-

- 1) Who are the lonely children/young people?
- 2) Where (and perhaps how) can these children and young people be 'found'?
- 3) What does loneliness/isolation mean to children and young people?
- 4) Why are some children/young people feeling lonely and isolated? (is it always a concern?)

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An additional question added by the group was:-

- 5) How can communities help to address these issues for children and young people?

This study also looked at several reports , surveys and studies, for example, the government, the co-op, the lottery and other concerned groups.



Introduction and format (cont.)

- During the early stages of the project during members meetings, it was suggested that the group should look at two age groups. As it appeared there were considerable differences between children at school from year 4 up to year 11 and young people taking A levels and who were at college and university. It was later agreed that this approach was not as useful as first thought and although the workshops were roughly split along these general age group criteria. It was felt that the age difference related to the environment and experience and not necessarily the possible problems the children and young people were experiencing. In fact looking at the issues relating to all age groups did result in some of the reports recommendations.
- After the workshops on 6 January and the members meeting on 6 March, it was agreed that splitting the report into six sections was a useful way to report the recommendations back to the cabinet. These sections are:-
 - A) Parents, B) Technology, C) Children and Young People (CYP), D) Schools, E) Local Authorities, and F) Communities
- Please note that in each of the following six sections, the groups have highlighted only a few of all the concerns and ideas raised, as it was generally felt that with such a 'large' subject area, that only a few issues could be recommended and possible actions be taken forward.
(Please see the full results and notes taken at the workshops as an addendum.)

A) Parents

The subjects of main concern, highest to lowest, were:-

- Parents working longer, with less time for their children.
- Parents are no longer solely 'in charge/control' of their children's social interactions, let alone being aware of what other children are doing.
(Awareness training?)
- Engage and 'teach' parents as early as possible inc. social media training
- Deprivation or not having enough money to help their children attend clubs and groups

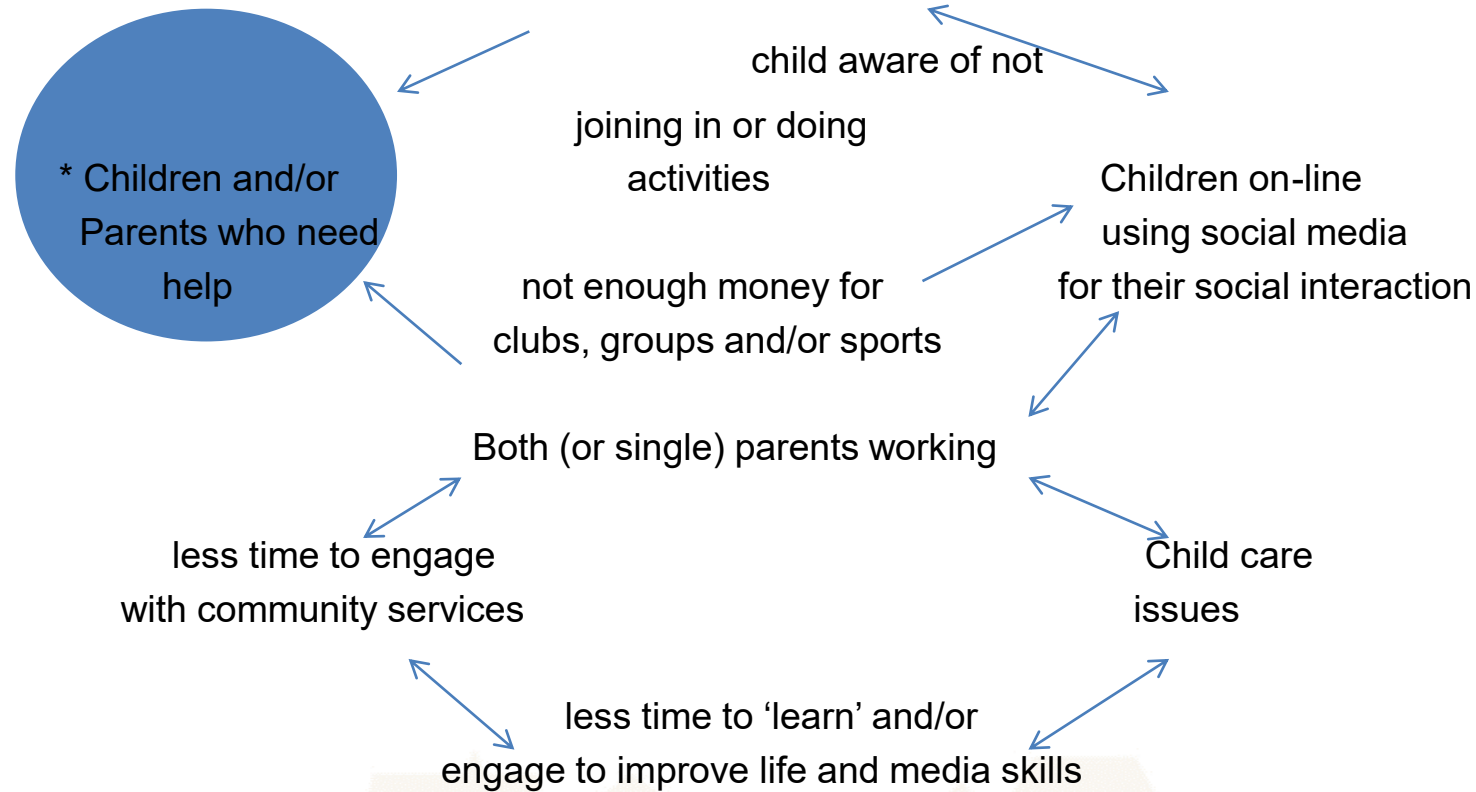
Plus barriers to reading and writing, life/parenting skills, cultural issues and lone parents.

Recommendations:-

1) To provide some additional parenting skills training either on-line (this could help with social media training need) and/or a short course. To include additional interaction with their local community, if possible.

2) To provide some reduced cost access to community groups and sports clubs. Perhaps this could be offered after parents complete the training suggested in 1)?

The parents 'Conundrum' or cycle



* We need to try and prevent CYP and their parents getting to the point of needing additional support and/or interventions.

B) Technology

The main area's of concern were:-

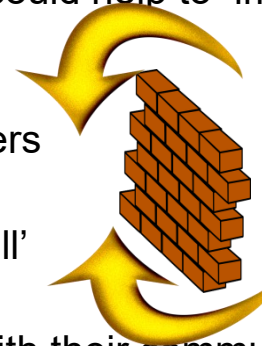
- Children become distracted / obsessed by on-line relationships and gaming options to the detriment of 'usual social interaction, conversation and activities'. This limits both parents and children's time for community engagement and can increase the negatives such as grooming opportunities.
- The increase in complexity of communication across different devices and systems does mean that CYP who may have a issue, are more difficult to 'find'.

A positive outcome from the groups conversations was:-

- It was also felt that groups who engage with on-line activities and social gaming do offer the chance for CYP to find/investigate pathways to sites that could help to improving their on-line and community engagement.

Get over or around the technology 'Wall'.
(breaking down barriers)

CYP bringing others
around, under
and over the 'wall'



Technology

Recommendations:-

3) To support strategies to help parents and CYP to engage with their communities (where ever they may be) and local activities together, through on-line activities and games. Working with the existing family strategy networks.

For example creating virtual 'Adventure play areas' with on-line activities linked to community and activity groups and sports clubs, possibly with exclusive (limited) 'play' area's for special interest groups and at risk groups. Some of these could lead to 'real' social and retrospective open evenings at county wide venues.

C) Children and young people

The main area's of concern are:-

- Children feeling that they are being left out is a worry for many children.
- CYP not being asked directly themselves about how they can be helped, this should be done on a continual basis.
- Health and other issues such as changes in environment and friendship groups, moving away, culture, caring for family members, reading and writing etc. can lead to CYP being isolated.
- Financial barriers can limit some CYP attending local groups and clubs.
- Older young people have less 'structure' in their environment and have more complex needs. They are also more difficult to reach/contact.
- Some CYP are worrying about issues, such as the environment etc., that they can't directly control, thus adding to their overall isolating issues.

Positive comments were:-

- Some CYP are self awareness and are able to help themselves and other younger children.
- Not all loneliness is bad/negative, some CYP need their own space while growing-up.

Recommendations:-

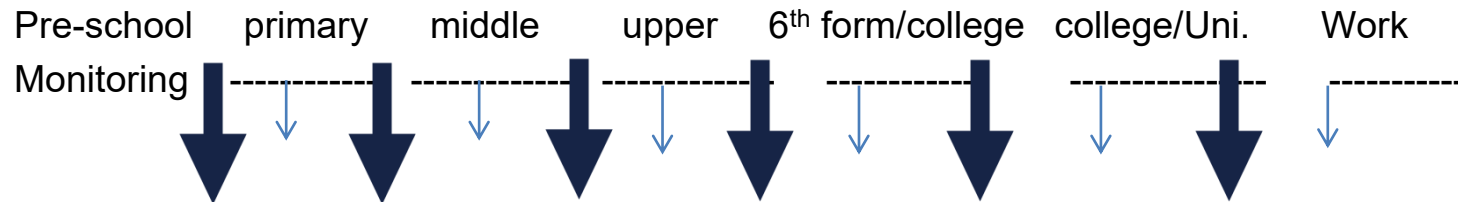
- 4) Create strategies to work with CYP within their communities, on-line, with local groups and clubs and with local councils (members) at all levels.
- 5) To support those CYP who want to grow and create their own community groups and clubs.
- 6) To measure and monitor future strategies, perhaps by measuring happiness of CPY in Staffordshire.

D) Schools and College's

The main area's of concern are:-

- The increase in stress when going through transitions between schools, sets and friendship groups.
- To improve social and community activities both during and after school.
- To use pupil premium funding more imaginatively and constructively.
- To improve PSHEE to include more awareness of loneliness/isolation and highlight the hazards and benefits of on-line activities and relationships. Including more honesty about the challenges through school and beyond.
- Sharing information about some pupils needs to be improved.

Education Stress Gaps (CYP life gaps) :-



Gaps both between age based establishments during education and the school holidays. We all need to work on 'filling' these gaps and/or catching those who 'fall through the gaps'.

Recommendations:-

- 7) To support strategies that can reduce stress for CYP, when transitions happen during school, college and University. Work with local councils and community groups.
- 8) Create a better link between local communities and their schools. Perhaps by reducing the hire costs for community groups and publish what each school might be able to offer.

E) Authorities

The main concerns are :-

- Not to overstretch what the County Council can do, have a gradual and staged approach to improve support for CYP. Aim for what's achievable.
- Could do better by sharing more information between councils and their communities, improving transport links and promoting what is available in each community .
- To talk to CYP on an on-going basis. This will help in evaluating what strategies make a difference over the coming years.
- There are currently no 'additional' benefits to the community leaders and club/group organisers. So looking at possible 'benefits' for volunteers and their communities (i.e. turning isolation into aspiration)
- At risk groups need to be identified and then resources targeted. (i.e. similar to place based approach.)

Positive comments:-

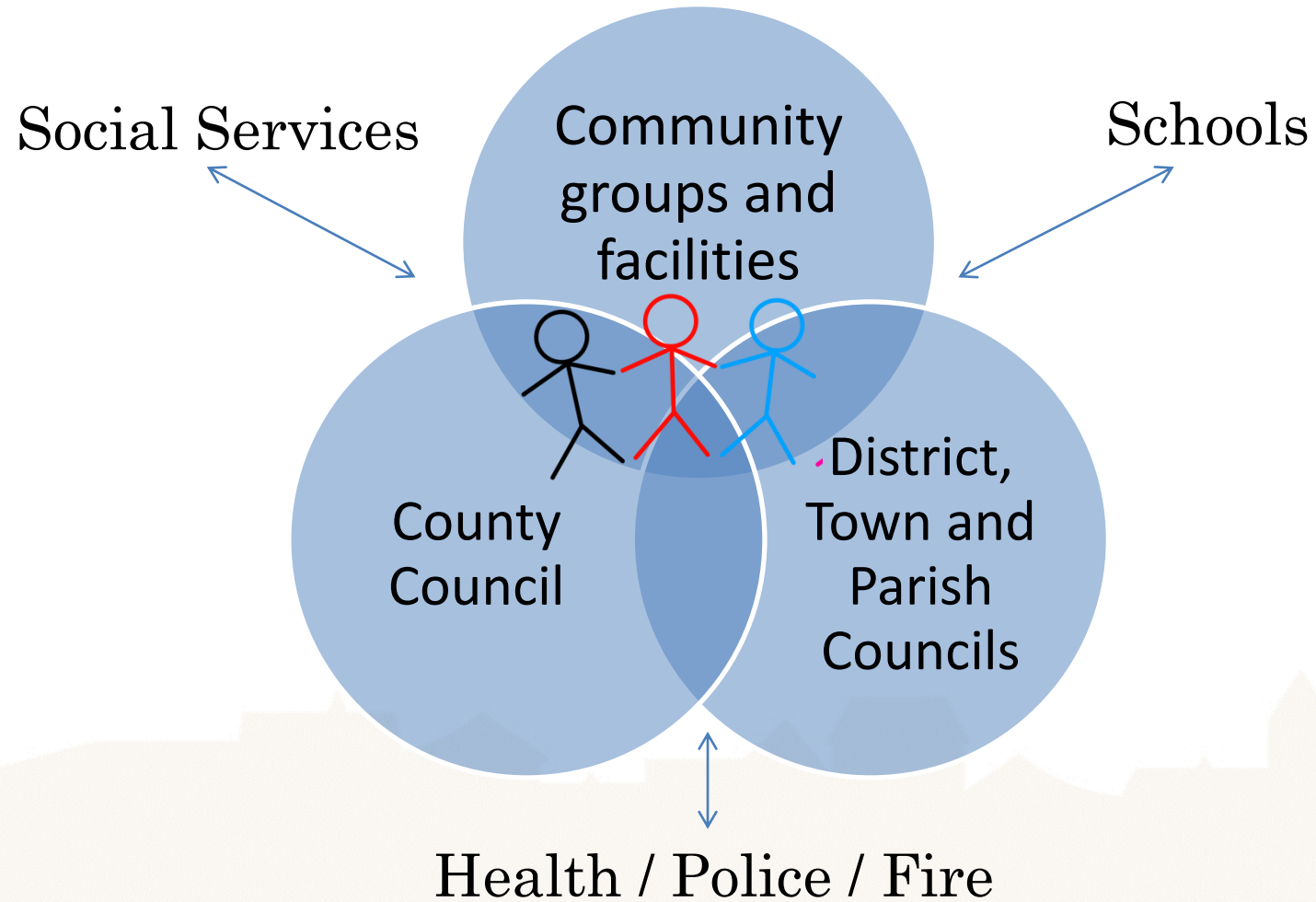
- It was confirmed that intergenerational activities are a good way of reducing loneliness for both the young and the old.
- The idea to promote a bring a friend campaign or better still bring a new friend, to community groups or sports club etc. was felt to be good idea to expand the activity levels for CYP, while supporting their communities.

Recommendations :-

- 9) To promote what is available in all the communities across the county and work with other levels of local democratic government. (County, District, Town, Parish, Village Halls, schools and community groups)
- 10) To look at what additional 'benefits' volunteers might want and need over the coming years. e.g. training, qualifications and awards for the voluntary sector. Suggest some of those who took part in the workshop could assist with this (if agreed).

Communities working together

-



F) Communities people helping their communities

The main concerns are:-

- The need to build a sense of community, with local authority assistance. CYP want and need places to go to.
- Need to ensure that there are local venues, such as libraries and church centres and also community groups available, that welcome CYP. Activities to include different cultures as required.
- Not all local activities for CYP are being promoted and advertised across the whole community.

Some positive comments:-

- Taster sessions at sports clubs and social activity groups (perhaps using a buddying system suggested earlier) do work well in general.
- Mentoring (possibly provided by older YP) was mentioned as a good method to help some CYP to enlarge their local social interactions.

Recommendations:-

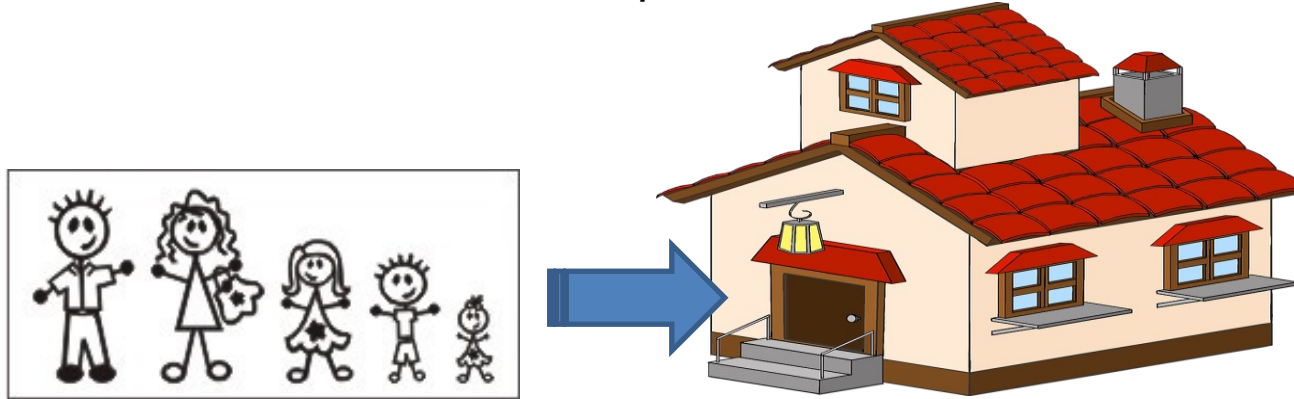
11) To ensure that all communities list and promote activities, clubs and groups in their local area. (This could include a measurement of the number of people accessing the activities, which could then be used for monitoring purposes?)

12) To look at promoting mentoring opportunities across communities and divisions for all ages. This could include some initial training opportunities for OYP to provide options for younger children?

13) To see if schools, colleges and universities could get more involved with their local communities and support activities for CYP.

Community Welcome

*Welcome to all – school / village or Town hall / library / church
Recreation area / pubs etc.*



Older Young People

Comments, concerns and recommendations:-

- Social and on-line bullying and manipulation was discussed, but it was agreed that this topic was too large to recommend any conclusions within this APWG project.

Recommendation:-

14) To look at how to ensure that all year 12 and older young people can improve their life skills, including issues around loneliness and isolation. This should also include citizenship, community activities and interactions, mental wellbeing, mentoring and even cooking and other life skills. All to improve their own resilience while helping local communities. This could be delivered with help from schools, colleges and Universities.

Conclusion and Recommendations

Although his project has been taken over by the lockdown due to Covid-19. It could be useful to look at some of the recommendations listed in the previous sections and the groups below to help, as and when services both from the County Council and within the communities return to 'normality'.

It could be the case that without the community and neighbourhood networks the situation could have been worse, during the lockdown period(s).

Recommendations:-

Looking at the 14) recommendations, from the previous sections, resulting from the analysis of the members and officer preferences, the following can be possibly linked as over riding recommendations.

Group I could include 1),7),9),11) and 12)

To promote and communicate complete lists of what is available in each community (division?) across all groups, charities and authorities involved. This could might be done through additional parent and CYP training and to include mentoring and community interaction opportunities across all ages.

Group II 2), 3),4),5),8),10),13) and 14)

This group can be linked to group I. To create on-line 'activities' (eg. retro gaming site) to engage CYP, OYP and parents and link them to reduced cost community activities / taster sessions (perhaps this could include some basic parent awareness /safety tick list or short questionnaire?). Educational institutions could provide an element of support and highlight their support for volunteer training courses, linked to their local communities and possibly their own needs.

6) In addition to the two suggested groups above, some monitoring process could be established perhaps with the assistance of the suggested on-line engagement? We also need to ask CYP what support they want.

All Party Working Group:

How can we build on the surge in volunteering and social action, specifically to drive Place Based Approach and Supportive Communities further? Such as mobilisation of 'Community Help Points' and to accelerate volunteering through 'Do It Staffordshire'.

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Cllr Keith Flunder, APWG Chair



APWG overall Approach

- **4 APWG Members sessions** – and wider **engagement with lead Cabinet Members and CCSMs**
- Key officer input around **strategic direction and key linked ‘Communities’ work**
- **Strategic partner and officers input** – including Support Staffordshire and SCVYS
- Key **opportunities and issues initially explored with MPFT**
- **APWG Members local engagement ‘interviews’ and insight** - community and neighbourhood groups
- Collation of **‘local engagement findings’ has predominantly informed the key findings and ideas**

A Brief Overview of the reaction of Staffordshire's communities to the Covid-19 Pandemic

Positive Community reactions:

- **Formation** of new community and neighbourhood groups.
- **Expansion of Services** both in terms of scope and the area being covered.
- **Better Communications** through the use of virtual meetings and phone buddying etc.
- **Closer Links** to many service providers such as local authorities and local health service providers.
- **Stronger Volunteer Groups** with many new younger volunteers coming forward
- **Greater Support** from local business's and local authorities (SCC) for example food banks....

Negative Community reactions:

- **Closed community venues and services**, most community venues have been and still are closed except those delivering SCC emergency services.
- **Reduced volunteer confidence** in general, with some older volunteers being concerned about their own and others safety, for example
- **Less volunteers coming forward** during the 2nd lockdown.
- **Concern over suicide** and mental health services in one area

Please see the full explanation of these summary reactions to the Covid-19 pandemic on the addendum to this study including services provided

Overall there were far more positive responses regarding the community reaction to the pandemic rather than the negative responses. We believe there are opportunities for SCC and other service providers to build on this positive view of local volunteers, service providers and councillors to create future services and plans across the County.

Summary of issues that restricted some community services from being provided during the pandemic

A selection of some issues noted :-

- Some residents and volunteers didn't have access to the internet.
- Some larger community groups didn't have access to venue/locations to be able to operate from and therefore had no suitable storage capacity or a coordination / activity hubs.
- Many older volunteers both new and existing were seen as being in the at risk groups, although many still worked and provided support to others from home, however they were still anxious.
- In the 'parished' districts across the county, Parish Councils were and still are at the forefront in providing support for volunteers and neighbourhood groups.
- More stability and support is needed in the non-'parished' districts
- Some religious based groups have limited the coverage of some of their services, to just the members of the Church.

A few examples of some unusual services provided by C & NG's:-

- Collecting sample bottles from isolating people, NHS bio-hazard.
- First Responders walking their local neighbourhoods looking for red cards in windows.
- Overall the voluntary groups interviewed had about 1,200 members, they helped about 4 -5,000 residents and undertook about 18 -20,000 actions.



Assessment of the future needs of Community & Neighbourhood groups

Volunteers, how to keep and motivate them:-

- **Digital:** Some volunteers need support to be more confident regarding IT skills over the coming weeks/months. This could motivate them to increase their skills, while understanding all the authorities on-line services and supporting residents.
- **Training:** The efficient training of volunteers should include safeguarding, safely opening venues, GDPR, driving and insurance etc. This constructive and imaginative training should reduce local anxieties and motivate volunteers to keep on improving their community skills.
- **Resilience:** As the 2nd lockdown ends and we enter Tier 3 the teaching of local communities about isolation and loneliness will help to build resilience and help all our volunteers to recognise when local residents need help.

Working with volunteers and providing the right support is critical to build on this years surge in volunteers.

Opening community venues, facilities and services:-

- **Re-opening our communities:** Many if not most of our community venues and facilities are still closed. Perhaps SCC can further help in providing advice, best practise and create plans with members, for their local groups and facilities. Thus supporting the needs of the current and future volunteers.
- **Working Together:** To continue and further support the closer links with a larger range of service providers. Additional links through virtual meetings initially could help to support the better working links between the current emergency hubs / groups and providers such as social services, family services, libraries and the NHS.....
- **Infrastructure and building flexibility:** Improving the shortage of community venues and facilities such as training & storage rooms, IT access facilities and local covid-19 test locations, would increase community resilience and build better **Community Help Points**.



Issues and some options expressed during interviews

- **Stronger links:** Some development of links to social services, family services, unemployment and redundancy services, drug and substance abuse facilities and financial advice services etc. primarily for signposting purposes. However in some locations job clubs, advice interviews and access to meeting rooms would be useful, with reciprocal recognition of the skills that volunteers can bring into the services mix. This was also discussed as one way of providing projects to keep volunteers interested in improving their services and skills in their local communities. Perhaps additional links to the existing family improvement boards could be considered?
- **Paying overheads and rules:** For some community service providers this has reduced their ability to support and coordinate the volunteers networks that would have provided more sustainable neighbourhood coverage, while demand for their services has increased 10 fold. Also some service contracts restricted the use of volunteers, due to training needs, safeguarding rules, insurance issues and regulations.
- **Parish Councils:** Some parish councils were insular and resisted getting involved' i.e. not their job to lead, so some attitudes and approaches still need to be changed. However over all it as felt that the districts with PC's did provide a better base for community groups and increased the long term stability i.e. all your eggs should not be in one basket. A possible idea is to try and establish voluntary and neighbourhood working groups in all Parish areas and something similar in 2 Tier Districts.
- **Church Hall and religious facilities:** comments have been noted that some religious authorities have been risk adverse, due to age of their parishioners, so the first step could just be arranging some 'afternoon teas' for members of help groups and residents. The integration of church based facilities and voluntary groups is essential for many communities.
- **Local is best:** Comments were made about the national volunteers programme, which distracted and annoyed some volunteers. Increasing the volunteers skills and the number of links between all service providers, will maximise flexibility and strengthen voluntary community services. **Working Together**

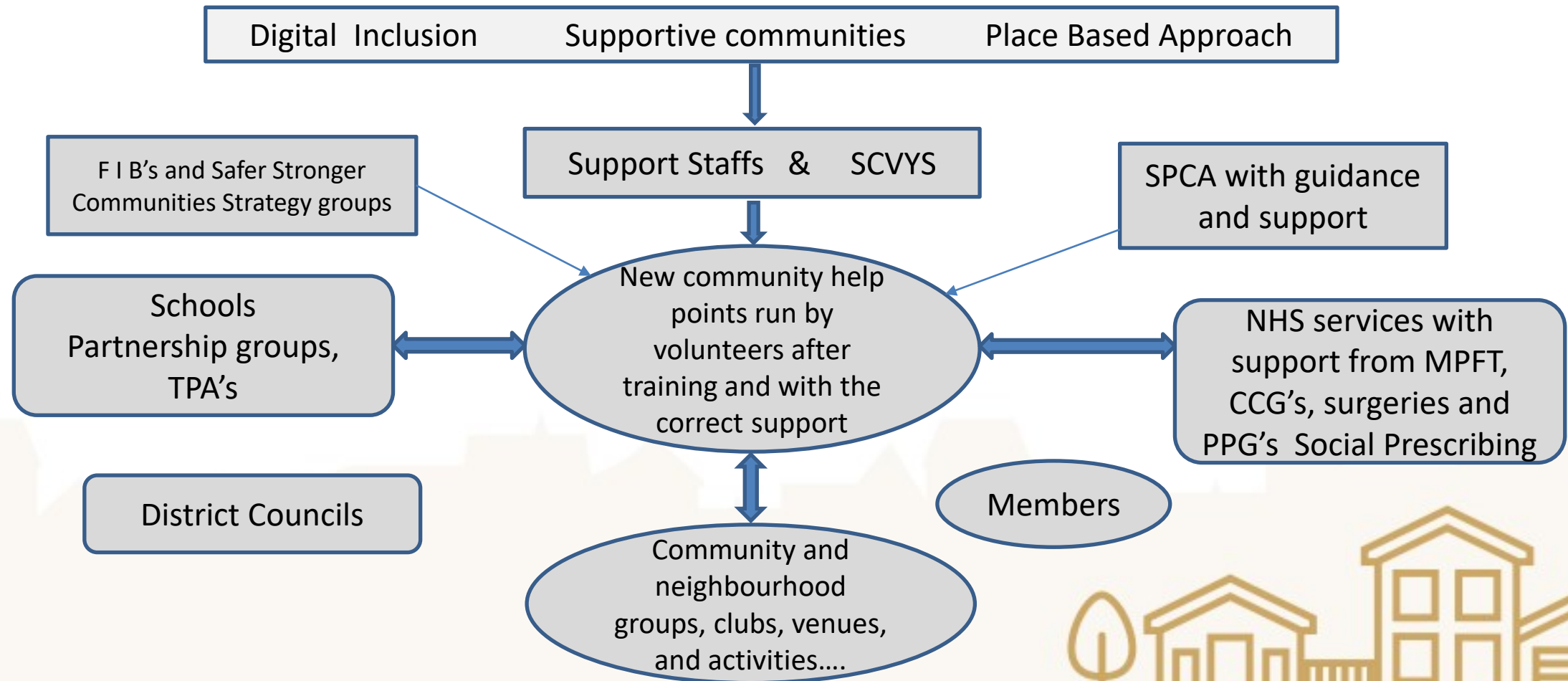


Additional ideas, suggestions and recommendations

- **Future digital support in our communities:** The use of on-line video conferencing apps for member surgeries with virtual chat rooms has already been asked for, i.e. tea with a smile. Other uses include IT and social media training to on-line gaming for youth clubs and links to Community Help Points.
- **Buddying up with Schools:** To investigate if schools could support local groups to link to older residents for some children to work with them to perhaps provide history and other subjects, while the resident learns IT skills and reduce loneliness. Access to the right equipment might be an issue?
- **Community Health and Help Points:** These locations will need the support of local authorities at all levels and the support of C & N groups, including churches and other community service providers, to maximise the number of volunteers as possible at each location. This will build on the work and social capital, that has been built up over this difficult year, more support with less bureaucracy.
- **Improving locally based community services and communication links:** The continuing improvement of communication links between SCC, District and Parish Councils, with the support of Support Staffs and SCVYS and now links to health centres and surgeries, church groups, the new neighbourhood groups, schools, PCSO's and many other services is essential to support new initiatives. For example providing isolation and loneliness awareness training through Parish Councils.
- **Expansion of community services and reach:** Many groups are looking to the future and hoping to provide additional services such as Stay and Play mornings for Dads with young children, knowledge of rehab services, coffee mornings for the unemployed etc.
- **An Informal guide for providing community services:** It has been suggested that a guide is produced linked to any training to include issues such as how to look after money for clients, reduce fake news, understand regulations etc so volunteers can provide more navigation, rather than just signposting.

A diagram showing the combining of some of work streams and partners to continue supporting our communities

SCC work streams supporting the development of community services



Conclusions for the medium term and working with the MPFT across Staffordshire

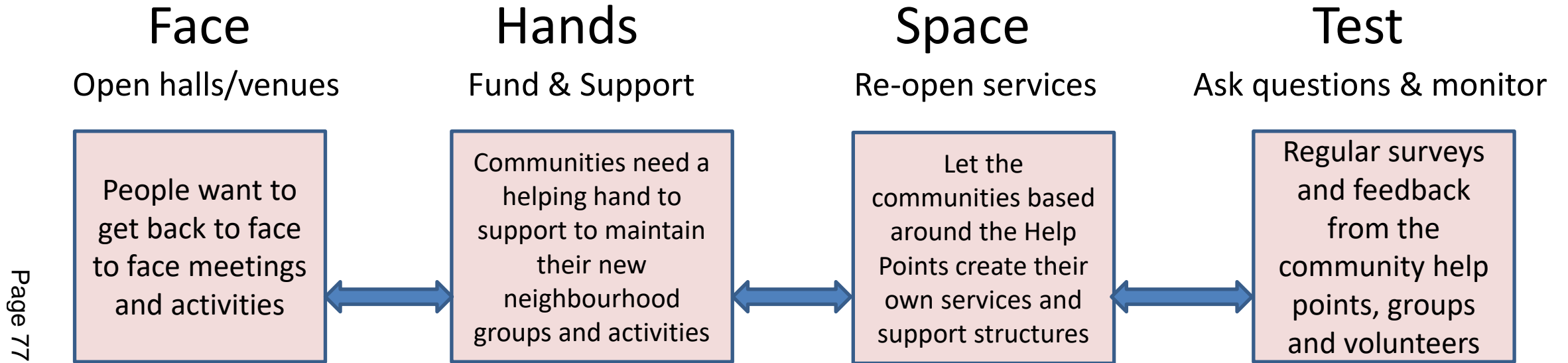
As part of this study, meetings have been arranged with the Midlands Partnership Foundation Trust and as a result of these meetings 5 options have been put forward to be considered by Johnny McMahon, Victoria Wilson, officers and the Cabinet. These are:-

- 1) To look at how **social prescribing** based at medical centres and doctors surgeries can be more fully integrated into the Community Help Points project and possibly allow direct links to community groups
- 2) To look at the best way of using and supporting **Staffordshire Connects** as the main community services database in Staffordshire.
- 3) To work collaboratively to try and **reduce the isolation and loneliness** of patients and residents with social care needs, while improving the mental health of everyone in our communities.
- 4) To look at establishing a database or access to a database that allows community groups to know when patients are going to need support, when they leave care and hospitals. **Supporting patients in the community.**
- 5) To provide and or support **the training of voluntary community based carers.**

Overall the building of long term Social Capital now needs to be brought forward from the short term neighbourhood response and current community resilience we have seen to date, bringing as many volunteers and residents with us, as possible.



Flow Chart of the possible next stages during the recovery and renewal stages



Members Community Fund: Due to election restrictions the successful members community fund will not be available during probably the most important time, while communities are going to need support to re-open and renew and even possibly expand and improve their community services. Perhaps an external independent organisation could still provide some additional support between January and May ?



Conclusions including immediate recommendations for reducing loneliness

The speed at which attitudes changed around community involvement and the support or providing community services through local volunteers was remarkable. It is felt that if correctly supported, following these conclusions and other work streams. Relatively small amounts of funding can motivate our communities and will release significant potential, over the coming years.

- **Working together**, to provide support to re-open community venues, clubs, café's and facilities across Staffordshire. Building on the PHP, Doing Our Bit approach... Working with our Communities?
- **Build flexibility** into communities and community services to increase resilience, working more closely with members and other service providers and get ready for when restrictions are lifted.
- **Provide on-line training** for volunteers, as quickly as possible, to widen the skills of volunteers (with members and councillors), including IT knowledge. This may even bring back some of the 'new' volunteers from earlier in the year to help with any new local projects. This should help in providing Navigating skills and not just Signposting awareness.
- **Open Community Help (and Health) Points** with the support local communities, parish councils, community and neighbourhood groups and 'key' volunteers to meet current and future local needs
- **Continue to build on the improved communications and links** with both SCC and other authority, voluntary and local service providers and organisations. Including the district councils and the CCSM's.

Members would like to note that funds from the Covid-19 recovery funds before Christmas along with support from local businesses and community groups has provided hot meals, food parcels, cards and games across the county over the Christmas period.





Cabinet meeting on 16 June 2021

Final Financial Outturn Report

2020/21



Council Leader, Alan White said:

“Coping with the Covid-19 pandemic continues to put extra pressures on our finances, but we continue to manage them effectively and target our resources where they are needed most.

“As a county council we will maintain our sound management, despite the challenges, to keep us in as strong a position as possible and ensure that we provide good value for money for our communities. In addition to supporting those who are most in need, we are looking to invest in reigniting our economy through investment in skills, training and supporting businesses to adjust to a post-pandemic world.”

Ian Parry, Cabinet Member for Finance and Resources, said:

“We were in a stable position financially before the pandemic hit but like all councils its impact has been significant. We have adapted and targeted our services, with many of our employees taking on additional roles and hours.

“Since the 2020/21 budget was set the Covid-19 pandemic struck, needing a combined response from the public sector to support health initiatives and the economy. We have had additional funds and grants worth over £110m from central government to help deal with the effects of the pandemic. These have been used to help reduce the additional pressures of continuing to provide vital services while protecting our residents and businesses.

“At the end of 2020/21, the financial outturn position is a saving of £1.9m, which is 0.4 per cent of our overall budget – a budget of half a billion pounds – and this has been achieved during a global pandemic. The capital programme shows expenditure of £132m as we have continued to make significant investment in Staffordshire, again achieved during a pandemic year.”

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

Recommendation(s)

I recommend that:

- a. Cabinet Members note the final outturn position.
- b. Cabinet Members approve the request for £591,000 to be carried forward from the Health and Care underspend for future commitments.
- c. Cabinet Members approve the capital financing arrangements as set out in Appendix 3, including the capitalisation of transformational revenue expenditure.

<p style="text-align: center;">Local Members Interest NA</p>

Cabinet – 16 June 2021

Final Financial Outturn Report 2020/21

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

- a. Cabinet Members note the final outturn position.
- b. Cabinet Members approve the request for £591,000 to be carried forward from the Health and Care underspend for future commitments.
- c. Cabinet Members approve the capital financing arrangements as set out in Appendix 3, including the capitalisation of transformational revenue expenditure.

Report of the County Treasurer

Reasons for Recommendations: To inform Cabinet of the final financial outturn for 2020/21.

Report Commissioner: Rob Salmon

Job Title: County Treasurer

Telephone No: 01785 27 6300

Email: rob.salmon@staffordshire.gov.uk

Latest Financial Summary

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

The graphs and charts are compiled using final outturn information.

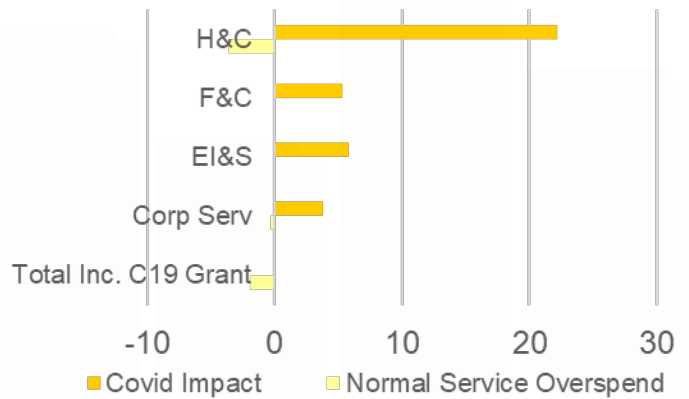
This report presents the final position for both revenue and capital budgets at the end of the 2020/21 financial year. The final revenue position is a saving of £1.924m across portfolio budgets (0.4%). This is within our Financial Health target of 2% variation on revenue budgets. The quarter 4 forecast was a saving of £1.770m.

Since the 2020/21 budget was set, Covid 19 has become a global pandemic requiring a combined response from public sector services, which is also having a severe impact on the economy. Central Government have issued general and specific grants to local authorities to support the additional pressures of continuing to provide vital services while protecting both workforce and local residents during this time.

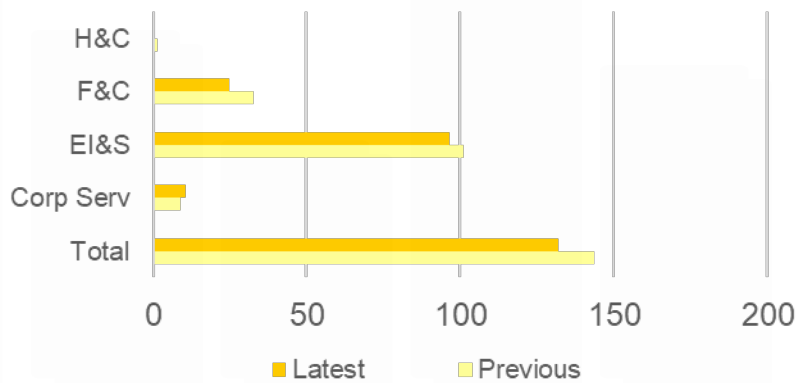
The capital outturn is £132m which represents continued investment in schools, highways and economic regeneration. The capital programme has been fully funded. The final position includes £2.6m of transformational revenue expenditure which has been capitalised in accordance with the Flexible Use of Capital Receipts direction.

To enable us to provide future flexibility to finance the Capital Programme, £1.246m of repairs and maintenance spend has been capitalised.

Revenue Budget Variance



Capital Programme



County Council Financial Outturn

1. This report presents the final position for both revenue and capital budgets at the end of the 2020/21 financial year.
2. The final outturn position is a saving of £1.924m after allowing for carry forward requests . The quarter 4 forecast was a saving of £1.770m
3. 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 have issued four payments of general grant to local authorities, plus grant to compensate for lost income, totalling £48.6m for Staffordshire, to support the additional pressures of continuing to provide vital services during the pandemic while protecting both workforce and local residents.
4. The table below sets out the outturn of additional costs relating to the pandemic, plus lost income and delayed savings caused by the crisis. This can be funded by the government grant provided.

	£m
Additional Costs	35.407
Lost income	2.680
Delayed savings	3.940
Sales, Fees & Charges Grant	(1.733)
Grant funding	(46.896)
Carried forward into 21/22	(6.602)

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

All grants received by Staffordshire County Council regarding Covid 19 in 2020/21 are listed below. The General Covid Grant can go against all spend, the remaining grants are specific and go directly to services. As the pandemic is having an impact across more than one financial year, some of the grants below will be carried forward into 2021/22 and are committed to fund the County Council's continuing response.

	£m
General Covid Grant Funding (incl. SFC grant)	46.896
Test and Trace	8.233
Adult Social Care Infection Control	18.183
Lateral Flow Testing in Care Homes	2.463

Workforce Capacity Adult Social Care	1.771
Clinically Extremely Vulnerable	1.094
Food and Essential Supplies	0.823
Home to School Transport	0.661
Covid Winter Grant	2.316
Sales, Fees and Charges Funding	1.733
Contain Outbreak Management	22.114
Local Transport Authority Grant	0.314
Adoption Support Fund	0.225
Growth Hub	0.873
Schools Fund	0.644
Catch Up Premium	1.872
Mental Health Support	0.138
Other	0.332
Total	110.685

5. In addition, the unspent Contingency of £3.6m and the balance on the Investment Fund has been carried forward to 2021/22 in order to help fund the Highways Minor Capital Maintenance programme, as approved by Cabinet on 17th March 2021. A contribution of £5m has been made from Covid grant to the Local Taxation Loss Reserve which will be used to smooth out the impact of the pandemic on local taxation in future years. This will be used to fund the 25% of lost local taxation which is not being funded by the government, in addition to other impacts such as reductions in taxbase. Transformational spend of £2.6m has been capitalised and this is funded from capital receipts in accordance with the Capitalisation Direction issued by MHCLG.
6. The capital programme shows total expenditure of £132m. This reflects our continued investment in school places, highways, and economic regeneration. In 2020/21, £2.576m of capital receipts were used to fund transformational spend, this is included in the total expenditure above.
7. A detailed breakdown of the revenue position can be found in **Appendix 2** with the capital position shown in **Appendix 3**.
8. The following paragraphs contain a key financial summary of how each of the portfolio areas have performed during the year.

- 9. Health & Care** **Covid Impact - £22.157m**
Normal Service Outturn - £4.272m saving
10. Public Health & Prevention Breakeven
11. Adults Public Health service has underspent by £4.017m which has been transferred to the Public Health reserve at the financial year end. Some of this funding is earmarked for commitments in the new financial year.
12. The Sexual Health contracts have underspent by £0.966m, an increase of £0.306m compared to the forecast at quarter 4. The main elements of this are an underspend of £0.224m against STI Test & Treat and an underspend of £0.317m on GP contraception and emergency contraception costs. These underspends have arisen from lower activity resulting from the impacts of Covid 19. In addition, there has been a transfer of costs from Sexual Health Commissioned Services of £0.424m to the Contain Outbreak Management Fund as a result of services being diverted to supporting the outbreak and for costs incurred in setting up vaccination centres.
13. The Drugs & Alcohol contracts have underspent by £0.534m, compared to the forecast of £0.174m reported at quarter 4 which has arisen because of lower activity due to Covid 19.
14. The Healthy Communities budget has underspent by £0.378m, an increase of £0.278m compared to the position reported at quarter 4. The underspend has mainly arisen due to a reduction in the work-place health (£89,000) and Stop Smoking (£0.191m) payment by results (PBR) costs along with a transfer of £98,000 of costs to offset Commissioned Services for Health Checks to the Contain Outbreak Management Fund as services have been diverted to supporting the outbreak and the creation of vaccination centres.
15. A significant amount of staff time has been redirected to supporting the council's response to the Covid 19 pandemic, resulting in a transfer of costs of £0.977m to the Contain Outbreak Management Fund.
16. There was a contingency budget of £0.825m held in Public Health, however this hasn't been required as activity has generally been lower than anticipated due to the pandemic and staffing costs have been charged to relevant Covid 19 grants. Other variances amount to a saving of £0.336m.

17. Adult Social Care & Safeguarding Covid impact £0.385m
Normal service outturn - £2.973m saving
18. Overall, the final position for the service is a saving of £2.973m, compared to the forecast of £2.181m at quarter 4. Covid related costs of £0.385m were incurred during the year.
19. The restructure of the Adults Learning Disability Team (ALDT) was completed last year. There have been a number of vacancies in the new teams this year which has led to a saving of £0.915m which is slightly higher than the £0.753m forecast at quarter 4 due to lower than expected expenditure on agency staff. The £0.3m MTFs saving has been delivered in full.
20. A new Section 75 agreement for Mental Health South was agreed for the year and the costs were within the approved budget. There was a saving on the Mental Health North team of £0.141m arising from savings on the amount of agency staff used to deliver the service. This is in line with the forecasts made during the year. The £0.1m MTFs saving for the Mental Health North team was delivered in full.
21. There is an overspend of £0.246m in the Learning Disability In-House Residential services due to the vacancy factor built into the budget not being met in full during the year. This is a small increase from the £0.239m overspend forecast at quarter 4. There was a saving of £0.416m for the Specialised Day Opportunity Service which is an increase from the £80,000 forecast at quarter 4, this increase is largely due to some additional Covid 19 grant income which paid for additional costs faced by the service during the year as a result of the pandemic.
22. There is a saving of £0.273m for Business Support which is higher than the forecast of £0.150m at quarter 4. This saving is due to savings from the staff restructure and generating more income than originally forecast.
23. There is a saving of £0.269m for the Home Care System, which is slightly higher than the £0.2m previously forecast. The system is in the process of being retendered and further clarity on the new costs will be gained once the tender process is completed in 2021/22.
24. There is a saving of £0.373m from staff turnover and holding vacant posts within Social Care and Adults Safeguarding.
25. There is an underspend of £0.526m for Mental Health and Deprivation of Liberties Safeguarding assessments which is requested to be carried forward to 2021/22.

26. There is an underspend of £65,000 for Adult Mental Health Practitioner training, which is requested to be carried forward to 2021/22 as training could not take place in 2020/21 due to the pandemic. Other variances amount to a saving of £0.241m.
27. *Care Commissioning* *Covid impact £21.771m*
Normal service outturn - £1.299m saving
28. Overall, the final position for the service is a saving of £1.299m compared with a forecast saving of £2.018m at quarter 4. Covid related costs incurred during the year came to £21.771m. The assumption being that any addition costs related to the pandemic are met from Covid 19 funding allocations received by the Council.
29. The Mental Health placement budget has overspent by £0.3m which is slightly lower than the £0.348m forecast at quarter 4. The overspend is largely due to an increase in the number of supported living and nursing placements during the year along with increases in the cost of residential placements. However, this has been mitigated through the delivery of the £0.250m MTFS saving from care reviews and an increase in health income. The position has improved from earlier in the year when the forecast overspend was £0.569m. This is due to reductions in the cost of some supported living care packages following reviews and an increase in the Health income forecast. The placement overspend has been largely offset by savings on the Mental Health contracts of £0.232m which is in line with the forecast at quarter 4.
30. The Learning Disability placement budget has underspent by £5.110m which is an increase from the £4.436m forecast at quarter 4. Since quarter 4, the cost of residential placements has increased slightly but this is more than offset by lower transport, supported living and direct payments costs along with slightly more client income than forecast. The placement underspend for the year is largely due to the council experiencing the full benefit of increases in health income negotiated in recent years. We have experienced a small increase in the number of residential placements but there were reductions in the number of nursing placements and lower direct payment costs. We have also not experienced the general growth in the number of people supported that was assumed in the budget. Due to the Covid 19 pandemic, there was also lower transport, day opportunities and homecare costs during the year. However, the Community Offer and Reviews Programme MTFS savings were not delivered in full due to the impact of staff resources being diverted to respond to the Covid 19 pandemic. It is proposed that £4m of the Learning Disability placement underspend is earmarked to fund the planned future

investment into the Learning Disability In-House services to modernise them and release future ongoing MTFS revenue savings.

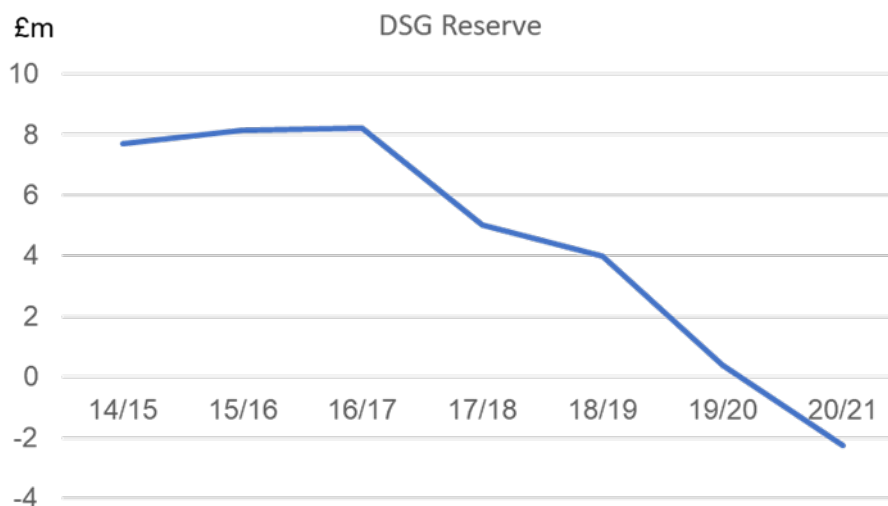
31. The council has continued to work with the local Clinical Commissioning Groups (CCGs) to support the discharge of people with learning disabilities or autism from specialist hospital to community-based settings under the Transforming Care Partnership (TCP). The government provided the Staffordshire and Stoke-on-Trent TCP grant funding of £0.467m for 2020/21 to support further discharges. However, as a result of the National Health Service England (NHSE) reducing the amount of funding the accompanied individuals, there has been a substantial cost pressure for the Staffordshire Health and Care economy in recent years. In 2020/21 the county council's total cost was £3.136m. There remains a significant risk of further cost pressures for the remainder of the MTFS period.
32. The planned recommissioning of the Carers service was delayed due to Covid 19 and the new service will now begin in 2021/22. As a result, the savings from last year occurred again this year resulting in a saving of £0.420m, slightly higher than the previously forecast £0.335m. There was also a saving on the Advocacy contract of £0.210m, unchanged from the quarter 4 forecast. Savings of £0.247m were also made on the Learning Disability & Mental Health Commissioning team as some of the costs of this team have been funded by the Contain Outbreak Management Fund. This is unchanged from the forecast at quarter 4.
33. There is a performance related saving on the reablement contract with the Midlands Partnership Foundation NHS Trust (MPFT) of £0.152m. This is because fewer reablement episodes were delivered than specified in the Section 75 agreement.
34. There is a saving in the Older People & Physical Disability Team of £0.268m which is a slight increase from the quarter 4 forecast of £0.224m. The savings have largely arisen as costs have been charged to the Contain Outbreak Management Fund for staffing time to support the council's response to Covid 19.
35. The final overspend on Extra Care Contracts was £42,000 which is an approved position compared to the forecast at quarter 4 which was an overspend of £0.187m.
36. Prisoners related care activities has saved £0.523m due to staffing savings and lower care costs, which is in line with the forecast saving of £0.518m reported at quarter 4.

37. Other centrally managed costs have overspent by £0.265m. This position has changed as we have taken the opportunity to pay other Health & Care redundancy costs in year. The previously reported savings of £0.865m at quarter 4 had arisen as several transformation programmes had been delayed due to Covid 19.
38. The Older Peoples placement budget has saved £12.907m, compared to the forecast of £11.104m at quarter 4. The residential and nursing placement budget has underspent by £10.625m. There was a final push to review clients that were discharged from hospital under the pathway 3 process in the final months, resulting in a reduction in the underspend of £0.680m compared to quarter 4. The forecast number of packages for the clients that were discharged from hospital under pathway 3 haven't materialised and overall client numbers continued to fall for the majority of the year as the number of leavers exceed the number of new starters.
39. Neither the reviews savings (staff resources have been diverted to respond to Covid 19) or the planned saving to be achieved by developing and using additional capacity at the Hillfield site (the pandemic resulted in project delays and changes in design requirements which have made the scheme financially unviable) have been delivered in full this financial year and have been reprofiled within the MTFS.
40. Uncertainty about the longer-term impact of the pandemic on the care market, which has resulted in higher costs and loss of income for providers, will continue for the foreseeable future. The latest funding settlement for Local Authorities was only for one financial year and there is a risk around future government allocations, particularly in light of the significant grant funding provided to tackle Covid 19. Furthermore, the latest indications are that society will be living with the virus for much longer than had initially been anticipated. It is clear that the level of grant support received in 2020/21 will not continue into 2021/22. To mitigate against this, a total care risk provision of £13m is proposed. This represents an increase of £1m compared to quarter 4.
41. The homecare budget has saved £1.076m, and increase compared to the previous forecast of £0.568m. This reflects the ongoing work to move as many packages as possible to contracted providers.
42. The direct payments budget has saved £1.930m. Actual costs were £0.267m lower than forecast at quarter 4, reflecting the general downward trend of residents in receipt of a direct payment.

43. There is a shortfall of £0.322m against the older people placement income budget, an improvement of £1.6m compared to the previous forecast. This is mainly due to additional income from residential and nursing placements of £1.247m plus additional health income of £0.201m. Despite not achieving the forecast level of income during the financial year, this has been offset by a reduction in costs as the number of residential and nursing placements was lower than budgeted.
44. The Physical Disabilities placements budget has saved £1.210m. This is an improvement of £0.230m from the quarter 4 forecast. This is mainly due to further saving on direct payments and domiciliary care, which have been slightly offset by lower health income. Other variances amount to an overspend of £1.401m.
45. There has been a significant amount of work led by an officer task group throughout the year to analyse the debt recorded on the council's financial system. This has led to an improved understanding of the position and any areas of risk, resulting in a number of historic debts being written off. As a result of this ongoing analysis, further contributions of £5m have been made to the Health & Care bad debt provision during 2020/21. A final review of the latest information has been carried out as part of the year end process and it is proposed that a further contribution of £2m is made to the bad debt provision to mitigate the uncertainty of recovering all outstanding sums.
46. Staffordshire County Council wants to improve how colleagues work, refine processes and further improve interactions between the Council, its partners and Staffordshire's residents. The Council wants to use technology and data to develop relationships with our communities, enabling and encouraging more residents to help themselves and each other. In order to work towards this goal, contributions to the Corporate IT reserve of £3m have been proposed throughout the financial year.
47. **Families & Communities** **Covid impact - £5.338m**
Normal service outturn - £85,000 saving
48. *Children's Services* *Covid impact - £2.068m*
Normal service outturn - £1.617m saving
49. The final position is a saving of £1.617m, this is mainly a result of a saving of £2.0m within Children in Our Care due to staff vacancy savings in the Intensive Prevention Service, Family Group Conferencing team and Short Stay Residential teams, and also additional grant for Unaccompanied Asylum Seeking Children (UASC), partially offset by an overspend on placement costs.

50. There is also a saving of £0.6m in Early Help and Safeguarding arising through staff vacancies and Section 17 savings of £0.9m in the Early Help and First Response teams, offset by a £0.3m overspend in the Safeguarding Teams due to additional agency staffing costs.
51. There is an overspend of £0.3m for the Independent Conference Chair service due to additional staffing levels, and a saving of £0.1m in the Support Services due to staff vacancies.
52. The budget included additional investment of £2.570m for the continuation and progression of planned transformation works as outlined in the business case previously approved. This was fully spent in year and before the Coronavirus outbreak, was forecast to deliver in full the target savings this year of £4.7m. Unfortunately, due to the impact of Covid 19 planned savings this year have been delayed and have been reprofiled within the MTFs accordingly.
53. *Children's Public Health* *Breakeven*
54. There is a saving within Children's Public Health of £0.379m, due to the transfer of Commissioned Services costs of £0.244m to the Contain Outbreak Management Fund as services has been diverted to supporting the councils Covid 19 response, and other small savings. As this service is funded from ring fenced government grant this has been transferred to the Public Health reserve at the year end, some of which is earmarked for commitments in the new financial year.
55. *Education Services* *Covid impact - £2.539m*
Normal service outturn - £2.473m overspend
56. Education Services has a final overspend of £2.473m a decrease of £0.102m from the previous forecast. This overspend is largely due to the continued pressure for SEND Transport which is £2.238m overspent as a result of both increasing transport costs and demand due to a greater move of pupils towards single occupancy taxis to manage more effectively any particular specialist needs or disruptive behaviour.
57. There is an overspend of £0.815m for additional investment in SEND stabilisation works, as approved by Cabinet earlier this year. There has been a saving of £0.716m on historic pension costs.

58. There is a £0.6m overspend for Flash Ley School following the temporary relocation and subsequent return – this will place the school in a sustainable position for the future. The one-off cost has been offset by other legal cost savings, staff vacancies and additional income across the service.
59. While the service faces further pressures of £0.5m as a result of the non-delivery of MTFs savings in SEND Assessment, this has been mitigated in 2020/21 by other service savings. However, in future years this will remain a pressure and will be addressed as part of the wider transformation programme.
60. There have been additional exceptional costs due to Covid 19 in relation to SEND transport and cleaning.
61. *SEND High Needs Block* *Overspend £5.9m*
62. The High Needs Block is overspent by £5.9m, this is £0.6m lower than previously forecast as a result of lower than forecast spend on Post 16 provision and district hub support.
63. As previously reported, the overspend this year reflects the additional demand for SEND support including pressures arising as the backlog of outstanding Education and Health Care Plans (EHCP) assessments is addressed through the SEND stabilisation programme approved earlier this year. This overspend will be charged against the Dedicated Schools Grant (DSG) reserve which, as expected, will now go into deficit at the end of 2020/21 by £2.0m.



64. Schools Forum, at its meeting in October 2020, approved a deficit management plan utilising surplus Growth Fund money that will be transferred to the DSG reserve. For 2020/21 this is £2.7m (which is included in the

current figures and chart) and it is forecast that a further £1m - £1.5m will be available in 2021/22.

65. This policy will be reviewed annually and until such time that accumulated DSG balances are returned to the target level of £4m which is equivalent to 2.5% of the annual DSG.
66. It is anticipated that the SEND transformation programme, with the imminent full roll out of the district hub model, will provide for a more inclusive system that enables the necessary early support and intervention to manage demand within the overall resources.
67. *Culture & Communities* *Covid impact - £0.363m*
Normal service outturn - £0.337m saving
68. The service has an outturn saving of £0.337m, an increase of £99,000 from the previously reported position. This saving is due to staffing vacancies within Libraries of £0.163m and other savings of £0.211m as a result of reduced costs of service provision due to Covid 19.
69. There is an overspend of £0.246m with Archives due to undelivered MTFS savings however this has been offset by staffing vacancies held by the service saving £0.209m.
70. Covid 19 has led to reduced income for the service due to reduced trading activity.
71. *Rural County* *Covid impact - £0.368m*
Normal service outturn - £0.220m saving
72. The outturn saving of £0.220m is a £89,000 increase from the previously forecast position. This saving is due to staffing vacancies of £0.338m and other savings of £71,000. This are partially offset by the non-delivery of an MTFS saving of £0.250m.
73. The pandemic has led to a loss of income for the service due to reduced trading activity, parking, and penalty fines.
74. *Community Safety* *Covid impact – nil*
Normal service outturn - £0.384m saving
75. The final outturn position is a saving of £0.384m which is a reduction of £93,000 from the quarter 4 forecast. There is one off savings against the short breaks and aiming high provisions of £0.248m due to families shielding during

the pandemic. There are staffing vacancy savings of £0.316m and other small savings of £70,000. There is also an overspend of £0.250m due to non-delivery of an MTFs saving.

- 76. Economy, Infrastructure & Skills** **Covid impact - £5.755m**
Normal service outturn - £49,000 saving
77. *Business & Enterprise* *Covid impact - £0.177m*
Normal service outturn - £23,000 saving
78. There have been savings across several areas during the year including Farms, Physical Regeneration, Inward Investment and Planning Policy. These savings have contributed to the purchase of the Stafford Magistrates Court of £0.325m as part of the Eastgate Regeneration Project.
79. The Covid 19 impact is largely unchanged from the previously reported position and is due to a loss of income in the following areas: Enterprise Centres, Newcastle Town car park, Staffordshire Business & Environment Network, and Farms.
80. *Infrastructure & Highways* *Covid impact - £0.835m*
Normal service outturn - £0.183m overspend
81. The final position is an £0.182m overspend, which is an improved position from the previous forecast overspend of £0.473m.
82. The change from quarter 4 is predominantly due to a higher than forecast increase in Traffic Regulation Order (TRO) income in the last few weeks of the year and a slight reduction in the final Winter Maintenance overspend position.
83. The small overspend of £49,000 on Lighting & Signals which is largely the non-achievement of the advertising MTFs saving has been mitigated by vacancies in the Street Lighting and Traffic Signals teams. Revised plans are being made to achieve this saving during 2021/22. As reported at quarter 4, withing Strategic Asset and Network Management there has been a significant increase in the anticipated income arising for the new permit scheme and licencing activities (e.g. traffic regulation orders). £0.750m has been set aside to transfer to reserve to cover for the possibility of reduced charges in future years as the County Council is only allowed to recover the additional costs incurred in setting up the scheme. This permit scheme is continuing to be monitored closely. The outturn position also includes £0.4m to increase the bad debts provision.

84. The impact of Covid 19 in the service is £0.835m and is largely the loss of parking income. This is broadly in line with the previously forecasted position.
85. *Transport, Connectivity & Waste* *Covid impact - £1.261m*
Normal service outturn - £78,000 saving
86. The outturn for the Transport & Connectivity are is a saving of £0.197m which is a slightly reduced position from the previously forecast £0.287m.
87. The change from quarter 4 is due to making an increased contribution towards the Transport Assessment work to support Local Plans in the period 2021 – 2026, where £1m in total was required. This work is necessary to support the economy and ensure that development is made acceptable in transport and environmental terms. Our contribution has doubled, from £0.2m to £0.4m, which has been possible due to careful financial management together with a consolidation on the bus market in the Cannock area, impacting on concessionary travel spend, so that the savings in this area were £0.597m.
88. The Covid 19 impact is £0.279m which is a small increase from quarter 4 due to increased cleaning costs for home to school transport contracts.
89. The outturn for Sustainability & Waste is an overspend of £0.120m, which is a £0.216m change from the saving reported at quarter 4. This change is due to an increase to waste tonnages for the final three months of the financial year impacting on the ability to sell any capacity to third parties and the Hanford Energy from Waste facility. In addition, material prices for the Household Waste Recycling Centre (HWRC) contract remain challenging and despite taking mitigation action, additional costs were incurred.
90. The Covid 19 impact has increased from a forecast £0.630m at quarter 4 to a £1.044m outturn position. This increase is due to the loss of income and increased costs due to volumes of general waste in the last three months.
91. *Skills* *Covid impact - £0.185m*
Normal service outturn - £0.108m saving
92. The service has an outturn position of a saving of £0.108m which is a small increase from the previous forecast. This saving is mainly due to Staffing Vacancies, Community Learning Groups savings and a small saving on the Entrust Information, Advice and Guidance contract.

93. *El&S Business Support* *Covid impact - £0.937m*
Normal service outturn - £23,000 saving
94. The service has a small saving of £23,000 which is slightly reduced compared to the previous forecast. This outturn includes an increase to the bad debts provision of £0.230m which is offset by in year savings on the training and actuarial strain budgets.
95. There are £0.937m of Covid 19 related costs which is little change to the position reported at quarter 4.
96. Capital projects have incurred additional costs relating to Covid of £2.360m. These will be funded from the grant received from Government.
97. **Corporate Services** **Covid impact - £3.777m**
Normal service outturn - £0.317m saving
98. The service has a final outturn saving of £0.317m, which is a slight reduction to the forecast saving of £0.529m at quarter 4. This change is predominantly due to lower than anticipated income in Legal Services in the final few weeks of the year.
99. The outturn position includes a provision for Microsoft 365 costs in the Digital area of £0.250m, as well as a contribution to potential costs for the new recruitment system of £50,000. There is also a provision to cover estimated costs of £0.160m for the Electronic and Document Records Management System, £0.130m for the new Property system and £0.2m for the new Legal Services Client Management Recording system which are all needed in 2021/22. There is also a provision in the County Treasurers service for future capacity issues and a contribution to the increased external audit fee budget of £20,000. There is also a transfer of £0.6m into the ICT reserve for continuing Office 365 rollout in future years and it also assumes that the £0.278m Workforce Grant from DHSC is rolled into 2021/22, to be used to develop access to ThinkWell services for Independent Sector care staff.
100. The impact of Covid 19 is £3.777m, this is not a significant change from the quarter 4 forecast.
101. **Centrally Controlled Items** **£2.208m overspend**
102. Capital Financing £0.131m saving
103. The Bank of England's base rate has remained low during the whole of 2020/21 and this low rate impacts on the ability of the council to generate

significant income from interest earned on cash balances. The interest on our debt remains fairly constant due to the long-term nature of our borrowing with the average rate for interest on debt being just under 4%. As in previous years a specific reserve will continue to be used to mitigate the impact of fluctuations in interest rates over the MTFS period.

104. Pooled Buildings and Insurances £0.220m overspend

105. The outturn for these services includes a £0.750m forecast liability for property charges. There is a small reduction to the Covid 19 costs due to rental income being received that was not previously anticipated.

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

107. Capital Outturn

108. Appendix 3 compares the final outturn for capital expenditure (£132m) to the forecast position at quarter 4 (£143.6m). In addition, the appendix also details how the Capital Programme has been financed. This includes the use of £18.5m of borrowing for 2020/21.

109. To enable us to provide future flexibility to finance the Capital Programme, £1.246m of repairs and maintenance spend has been capitalised.

110. The other key reasons for the change in the Capital Programme are set out in the following paragraphs:

111. Health & Care Spend £0.454m

112. The final position is £0.454m which is a decrease from the quarter 4 forecast of £0.927m, this is due to slippage of the Supported Living Scheme, Care Director Upgrade and the Lichfield Day Services into 2021/22.

113. Families & Communities Spend £24.263m

114. *Vulnerable Children Spend £0.466m*

115. There has been an increase of £0.464m since quarter 4 as a purchase of a property has completed in late March 2021

116. *Maintained Schools* *Spend £24.025m*

117. There has been a decrease since the quarter 4 report of £6.7m, mainly due to slippage of schemes into 2021/22, most significantly the Netherstowe High School, Anchor Valley, and the rolling forwards of unallocated funds within the programme.

118. Economy, Infrastructure & Skills **Spend £96.470m**

119. *Highways Schemes* *Spend £79.693m*

120. There has been a reduction of £0.804m since the quarter 4 report, this is due to slippage into 2021/22 due to the impact of Covid 19 and inclement weather causing flooding for Stafford Western Access Route plus some minor budget refinements for Lichfield Southern Bypass, a total of £1.417m.

121. There have also been various budget refinements reducing the in year spend for Bridge Maintenance of £0.237m, Carriageway Maintenance of £0.106m and Integrated Transport of £0.438m.

122. There has been an increase of £1.037m due to the refinement of a number of developers funded schemes including both rephasing and in year fluctuations.

123. *Economic Planning & Future Prosperity* *Spend £14.817m*

124. There has been a decrease in spend of £4.439m since the quarter 4 report, this is due to variances across a number of schemes including slippage on the A50 project of £0.262m, Forward Programme rephasing £50,000 to 2021/22 as well as budget refinements to Rural Enterprise Centres, Eastgate Regeneration project, Enterprise Centres as well as other smaller schemes which total £0.360m.

125. The outturn position includes a £0.388m spend on the Cannock Chase Enterprise Centre, £0.150m of this is being funded from the Joint Investment Programme with Cannock.

126. There have also been budget refinements to both the sale of existing Farms assets as well as the improvements being made to assets which are not subject to sale.

127. Corporate Services **Spend £6.669m**

128. *Finance, Resources & ICT* *Spend £2.012m*

129. There has been a small decrease of £33,000 since the quarter 4 report due to the refinement of the Network Switch Refresh project.

130. *Property* *Spend £3.256m*

131. There has been a reduction of £1.110m since the quarter 4 report due to the impact of Covid 19 on a number of projects including slippage into 2021/22 on Responding to Accommodation change of £0.104m, District Property Rationalisation of £1.748m and Family Contact Facilities Newcastle of £0.232m.

132. *Trading Services – County Fleet Care* *Spend £1.401m*

133. There has been spend of £1.401m on vehicles during the year.

134. Financial Health & Prudential Indicators

135. **Appendix 4** sets out the final position against each of the approved Financial Health Indicators whilst **Appendix 5** sets out the final statutory Prudential Indicators.

136. **Appendix 4** provides an outturn performance against the key Financial Health Indicators approved as part of the 2020/21 budget setting process.

137. The level of outstanding sundry debt over 6 months old at 31st March 2021 is £20.945m, this exceeds the target of £14.7m by £6.245m. This is an increase of £0.926m since quarter 4. The debt recovery process involves chasing by a range of methods with the eventual escalation to the external collection agent or to Legal for the possibility of a court decision to recover the debt.

138. There are 21 organisations which each owe in excess of £0.1m that is over 6 months old, totalling £6.664m. The top ten largest debtors are four CCG's (£2.056m), three Local Authorities (£2.412m), two commercial organisations (£0.618m) and a central government department (£0.211m). In addition to these 21 bodies there are a further 47 who have outstanding balances over 6 months old between £50,000 and £0.1m totalling £3.1m. The Debt Recovery team are proactively chasing payment of these large debts.

List of Appendices

- Appendix 1 – Corporate Checklist
- Appendix 2 – Revenue Final Outturn 2020/21
- Appendix 3 – Capital Final Outturn 2020/21
- Appendix 4 – Financial Health Indicators 2020/21
- Appendix 5 – Prudential Indicators 2020/21

Appendix 1 – Corporate Checklist

Equalities implications:

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

Legal implications:

There are no legal implications arising from this report.

Resource and Value for money implications:

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

Risk implications:

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

Climate Change implications:

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

Health Impact Assessment and Community Impact Assessment screening:

Not required for this report.

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2020/21 Final Outturn

	Final	Final	Final	Normal		Final
	Estimate	Outturn	Covid	Service	Carry	Variation
	£m	£m	Impact	Variation	Forward	£m
			£m	£m	£m	£m
Health and Care						
Public Health & Prevention	0.715	0.715	0.000	0.000		0.000
Adult Social Care & Safeguarding	38.422	35.449	0.385	(2.973)	0.591	(1.997)
Care Commissioning	183.695	182.396	21.771	(1.299)		20.472
Sub-total	222.832	218.560	22.157	(4.272)	0.591	18.475
Families and Communities						
Children's Services	114.824	113.207	2.068	(1.617)		0.451
Children's Public Health	0.000	0.000	0.000	0.000		0.000
Education Services	28.379	30.852	2.539	2.473		5.012
Culture and Communities	5.289	4.952	0.363	(0.337)		0.026
Rural	2.067	1.847	0.368	(0.220)		0.148
Community Safety	8.207	7.823	0.000	(0.384)		(0.384)
Sub-total	158.766	158.681	5.338	(0.085)	0.000	5.253
Economy, Infrastructure and Skills						
Business & Enterprise	1.081	1.058	0.177	(0.023)		0.154
Infrastructure & Highways	29.678	29.861	0.835	0.183		1.018
Transport, Connectivity & Waste	39.407	39.329	1.261	(0.078)		1.183
Skills	2.388	2.280	0.185	(0.108)		0.077
EI&S Business Support	1.073	1.050	0.937	(0.023)		0.914
Covid Related Capital Project Costs	0.000	0.000	2.360	0.000		2.360
Sub-total	73.627	73.578	5.755	(0.049)	0.000	5.706
Corporate Services	34.041	33.724	3.777	(0.317)		3.460
Trading Services	(0.622)	(0.622)	0.000	0.000		0.000
Total Portfolio Budgets	488.644	483.921	37.027	(4.723)	0.591	32.895
Centrally Controlled Items						
Interest on Balances & Debt Charges	33.665	33.575		(0.090)		(0.090)
Pooled Buildings and Insurances	14.043	14.263		0.220		0.220
Investment Fund	2.431	5.000		2.569		2.569
Contribution to Local Tax Loss Provision	0.000	0.000	5.000	0.000		5.000
Transformational Spend	0.000	2.576		2.576		2.576
Use of one-off resources	0.000	(2.576)		(2.576)		(2.576)
Contingency	3.624	3.624		0.000		0.000
Local Services Support Grant	0.000	(0.450)		(0.450)		(0.450)
Covid-19 Funding	0.000	0.000	(42.027)	0.000		(42.027)
Total Centrally Controlled	53.763	56.012	(37.027)	2.249	0.000	(34.778)
Grand Total	542.407	539.933	0.000	(2.474)	0.591	(1.883)

Final Capital Programme 2020/21

	Quarter 4 Forecast	Enhancements to Programme	Final Outturn
	£m	£m	£m
Health & Care			
Care and Independence	1.381	(0.927)	0.454
<i>Sub Total</i>	<i>1.381</i>	<i>(0.927)</i>	<i>0.454</i>
Families & Communities			
Maintained Schools	32.216	(8.191)	24.025
Academy Conversion Residual	0.027	(0.027)	0.000
Other non Schools	0.000	0.002	0.002
Vulnerable Children's Projects	0.002	0.464	0.466
Rural County (Countryside)	0.213	(0.021)	0.192
Tourism and Culture	0.121	(0.183)	(0.062)
<i>Sub Total</i>	<i>32.579</i>	<i>(7.956)</i>	<i>24.623</i>
Economy, Infrastructure & Skills			
Economic Planning & Future Prosperity	18.119	(3.302)	14.817
Highways Schemes	80.497	(0.804)	79.693
Connectivity	1.850	(0.285)	1.565
Waste & Sustainability Projects	0.443	(0.048)	0.395
<i>Sub Total</i>	<i>100.909</i>	<i>(4.439)</i>	<i>96.470</i>
<i>Trading Services - County Fleet Care</i>	<i>1.700</i>	<i>(0.299)</i>	<i>1.401</i>
<i>Property</i>	<i>4.974</i>	<i>(1.718)</i>	<i>3.256</i>
<i>Corporate Leased Equipment</i>	<i>0.050</i>	<i>(0.050)</i>	<i>0.000</i>
<i>Finance, Resources & ICT</i>	<i>2.045</i>	<i>(0.033)</i>	<i>2.012</i>
Total Capital Programme	143.638	(15.422)	128.216
Asset Renewal			0.000
Capitalised Repairs and Maintenance			1.246
Transformational spend			2.576
Amount to be Financed after Capitalisation			132.038
Financed by:			
Borrowing			17.517
Government Grants			63.130
Capital Receipts			20.964
Reserve Contributions			1.613
S.106/ Voluntary contributions			28.814
			132.038

Financial Health Indicators

		Current Performance
<p>Level of General Reserves (annual indicator) Well managed organisations operate with an adequate level of general reserves taking into account the risks they face. We determine the actual level of reserves we require annually through a risk based approach. However, it is prudent to aim to hold a minimum level of general reserves.</p>		
<i>General reserves are maintained at a level of at least 2% of the council's current net revenue budget (Outturn – 0.4%, within target).</i>		
<p>Aged Debt (quarterly indicator) Organisations need to ensure that money owed to them is collected in a timely manner. This indicator shows how well we are managing to collect money owed to us.</p>		
<i>Level of outstanding general debtors more than 6 months old does not exceed £14.7m (Outturn – £20.9m, above target).</i>		
<p>Working Capital (annual indicator) It is essential that working capital is well managed. This indicator shows how well our debtors and creditors are being managed.</p>		
<i>Current debtors divided by current creditors should be in the acceptable range of 1 – 3 (Outturn – 2.45, on target).</i>		
<p>Payments to suppliers (quarterly indicator) By paying suppliers quickly we are supporting the Staffordshire economy. It also means businesses are more likely to want to do business with us and offer us competitive rates which will improve our financial health in the medium term.</p>		
<i>At least 90% of invoices have been paid within 30 days of us receiving them during the last quarter (Outturn – 97.4%, on target).</i>		
<p>Financial Monitoring (quarterly indicator) Effective financial monitoring is essential in any organisation. Monitoring provides organisations with early information of potential issues enabling them to take corrective action to avoid future financial difficulties.</p>		
<i>Quarterly financial monitoring reports have been issued to Cabinet during the last 12 months</i>		
<i>The council's most recent revenue outturn forecast did not vary by more than +/-2% when compared to the overall revenue budget</i>		
<p>Financial Reporting (annual indicator) Preparing timely and accurate accounts is vital to demonstrate to interested parties that we have sound financial controls. They also provide detailed information which shows our overall financial health.</p>		
<i>The council's most recent Statement of Accounts were produced on time and were issued with an unqualified opinion by our external auditors</i>		
 Indicator not met	 Indicator not met by small margin	 Indicator met

Prudential Indicators 2020/21

Indicator	Target 2020/21	Outturn 2020/21	Comments
A. Indicators for Affordability, Prudence and Capital Expenditure			
1. Ratio of Financing Costs to Net Revenue Stream <i>This shows the capital financing costs (interest charges/receipts and repayment of loans) as a proportion of government grant (revenue) and Council Tax. This allows the authority to track how much of its annual income is needed to pay for its capital investment plans proportionate to its day to day running costs.</i>	8.19%	6.27%	The indicator has a slight decrease due to a small decrease in Financing costs in respect to the budget overall.
2. Estimates of the incremental Impact of Capital Investment Decisions on the Council Tax (Band D) <i>This indicator aims to show the impact of varying capital programmes expressed as a cost to the Band D Council Taxpayer. Specifically it identifies the impact on Council Tax levels of new capital investment decisions when compared to programmes approved previously.</i>	£1.33	£-1.36	The decrease in this indicator reflects the decrease in borrowing used to fund the total Capital Programme in 2020/21.
3. Estimates of Capital Expenditure <i>Expressed in absolute terms rather than as a ratio, this shows the overall level of capital investment irrespective of how it is being funded.</i>	£111.565m	£132.038m	Movements in Capital Expenditure have been reported through the year, changes include those on Schools and Highways projects.
4. Capital Financing Requirement <i>This indicator effectively shows the level of the County Council's underlying need to borrow for capital purposes.</i>	£565.523m	£564.136m	The outturn is reduced due to a decrease in borrowing in 2020/21.

Cabinet – 16 June 2021

Decisions Taken by Cabinet Members under Delegated Powers

Recommendation of the Leader of the Council

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

Report of the Director of Corporate Services

Reasons for Recommendations

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

Background

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

Cabinet Member	Decision
Cabinet Member for Children and Young People	In approving proposals for the usage of the additional income from the COVID-19 Winter Grant Scheme.
Cabinet Member for Finance and Resources	In approving the implementation and commencement of a new, bespoke apprentice pay structure for all apprentices recruited into Staffordshire County Council.
Cabinet Member for Children and Young People	In approving proposals in respect of the delivery of the Department for Education's (DfE) Holiday Activities and Food (HAF) Programme during Summer 2021
Cabinet Member for Children and Young People	In approving proposals for the usage of the additional income from the COVID-19 Local Support Grant

Report author:

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

List of Background Papers - Cabinet Members Delegated Decision Nos. 522 - 525.

FORWARD PLAN OF KEY DECISIONS

Period: 21 July 2021 - 17 November 2021

The Forward Plan of Key Decisions is prepared on a monthly basis and published at least 28 days before the start of the period covered.

“Key Decisions” are defined as those Executive decisions which are likely:

- (a) to result in the County Council incurring expenditure which is, or the making of savings which are, significant having regard to the relevant budget for the service or function to which the decision relates; or
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more electoral divisions in the County’s area.

The Forward Plan will contain **ALL** matters which the Leader of the Council has reason to believe will be the subject of a Key Decision to be taken by the Cabinet. It may also include decisions that are not key decisions but are intended to be determined by the Cabinet. Part of the Cabinet meetings listed in this Forward Plan may be held in private where a report for the meeting contains exempt information under Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it. If you would like to make representations about any particular decision to be conducted in private then please email: michael.bradbury@staffordshire.gov.uk. Such representations must be received in advance 6 clear working days before the date on which the decision is scheduled to be taken.

The Membership of the Cabinet consists of:

Leader of the County Council – Alan White
Deputy Leader and Cabinet Member for Economy and Skills – Philip White
Cabinet Member for Health and Care– Julia Jessel
Cabinet Member for Environment, Infrastructure and Climate Change – Simon Tagg
Cabinet Member for Commercial Matters – Mark Deaville
Cabinet Member for Highways and Transport – David Williams
Cabinet Member for Finance and Resources – Ian Parry
Cabinet Member for Communities and Culture – Victoria Wilson
Cabinet Member for Children and Young People – Mark Sutton
Cabinet Member for Education (and SEND) – Jonathan Price

A copy of the Forward Plan of Key Decisions may be inspected, free of charge, at the Member and Democratic Services office, County Buildings, Martin Street, Stafford, during normal office hours Monday to Friday. A copy of the notice will also be available on Staffordshire County Council’s Website at www.staffordshire.gov.uk.

Documents submitted for decision will be a formal report which will be available on the County Council’s website at least 5 clear working days before the date the decision is to be made, unless that report is subject to any prohibition or restriction on its disclosure. Other relevant background documents used in compiling the report will also be made available in the same way unless they are subject to any prohibition or restriction on their disclosure.

Minutes of Cabinet meetings will be published within three working days and will be subject to call-in. The call-in period lasts for three working days. If the decision is not called-in it will be implemented on the fourth working day. Special urgency items are exempt from call-in.

John Tradewell
Director of Corporate Services

Forward Plan of Key Decisions
Period: 21 July 2021 - 17 November 2021

NOTE:

- (1) The Forward Plan of Key Decisions sets out all Key Decisions intended to be made by Cabinet during the above period.
- (2) The Cabinet date can be provisional and items may move/roll forward to another meeting date but this will be monitored.
- (3) Items should remain on the Notice until a decision is made by Cabinet or is formally removed.
- (4) Where there is an intention to make a decision in private the exemption paragraph relied upon will be included within this notice

Anticipated Date of Decision	Public or Private Decision	Title and Description	Background Documents	Consultation	Contact Officer
July 2021	Public	<p>Outcome Focused 1-1 Support, and Home Care and Community Support (Including Domiciliary Care) for Staffordshire Children with Disabilities (Cabinet Member for Children and Young People (Mark Sutton))</p> <p>Proposals for commissioned support provision for children with disabilities who are eligible for Social Care support in their own home, in accordance with the requirements of the Children Act 1989, and also the Short Breaks for Parents</p>		<p>We will engage with service users, current (and potential future) independent sector support providers, and Children Disability Social work teams to develop effective, deliverable, value for money solutions which meet our statutory requirements . We will also work closely with Adult Social Care commissioning colleagues to ensure complementarity of commissioned support, and to help us overcome</p>	<p>Natasha Moody (Tel: 07976191079) Service Area: Families and Communities Commissioning</p>

Anticipated Date of Decision	Public or Private Decision	Title and Description	Background Documents	Consultation	Contact Officer
				the limitations in the breadth of the current market for Children	
July 2021	Public	<p>Disability Facility Grant Funding 2021/22 (Cabinet Member for Health and Care (Julia Jessel))</p> <p>The passport of monies received from the Ministry of Housing, Communities and Local Government for the Disability Facility Grant to the district/borough Councils as set out in table 8 of this report and approve entering into agreements with the district/borough councils to passport the monies.</p>		N/A	<p>Andrew Jepps (Tel: 01785 278557)</p> <p>Service Area: Health and Care</p>
July 2021	Public	<p>Integrated Performance Report - Quarter 1 2021/22 (Leader of the Council (Alan White))</p> <p>The 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.</p>		N/A	<p>Kerry Dove, Rob Salmon (Tel: (01785) 27 6354)</p> <p>Service Area: Corporate Services</p>
July 2021	Public	<p>Recommission of Staffordshire Integrated Advocacy Services (Cabinet Member for Health and Care (Julia Jessel))</p> <p>Staffordshire currently commissions a single Integrated Advocacy Service, with the current contract due to cease on 31 March 2022. It is our intention, subject to Cabinet approval, to recommission this service for a new contract to commence on 01 April 2022.</p>		N/A	<p>Andrew Jepps (Tel: 01785 278557)</p> <p>Service Area: Health and Care</p>

Anticipated Date of Decision	Public or Private Decision	Title and Description	Background Documents	Consultation	Contact Officer
July 2021	Public	<p>Public Health Commissioning Plans (Cabinet Member for Health and Care (Julia Jessel))</p> <p>Request for authority to agree public health contracts during 2021/22 and 2022/23 to be delegated from Cabinet to the Portfolio Holder for Health, Care and Wellbeing.</p>		N/A	<p>Anthony Bullock (Tel: 01785 276649)</p> <p>Service Area: Public Health and Prevention</p>
July 2021	Public	<p>Child Exploitation and Missing Children & Young People Service (Cabinet Member for Children and Young People (Mark Sutton))</p> <p>Cabinet is asked to give consideration to the future commissioning and procurement arrangements for a Child Exploitation and Missing Children & Young People Service.</p>		N/A	<p>Natasha Moody (Tel: 07976191079)</p> <p>Service Area: Families and Communities Commissioning Team</p>
July 2021	Public	<p>UK Community Renewal Fund - Priority Projects (Deputy Leader of the Council and Cabinet Member for Economy and Skills (Philip White))</p> <p>To provide an overview of the UK Community Renewal Fund and the role of Staffordshire County Council as the Lead Authority. To identify the list of recommended priority projects, finances and risks.</p>		N/A	<p>Anthony Baines (Tel: 01785 895984)</p> <p>Service Area: Skills and Employability</p>
July 2021	Public	<p>Future Delivery of Replacement Care Services in Staffordshire (Learning Disabilities) (Cabinet Member for Health and Care (Julia Jessel))</p> <p>Option appraisal for the future delivery of Replacement Care Services in Staffordshire for Adults with a Learning Disability</p>		Carers, Users, SCC Employees and Providers	<p>Dr Richard Harling MBE (Tel: 01785 278700)</p> <p>Service Area: Health and Care</p>

Anticipated Date of Decision	Public or Private Decision	Title and Description	Background Documents	Consultation	Contact Officer
July 2021	Public	<p>Retender for Disposal of Sweepings (Cabinet Member for Commercial Matters (Mark Deaville), Cabinet Member for Environment, Infrastructure and Climate Change (Simon Tagg))</p> <p>The existing contract for the disposal of waste sweepings (from pavements, pedestrianised areas and roads) is expiring. Cabinet approval is being sought for delegated authority to award a new contract following procurement process.</p>		N/A	Clive Thomson (Tel: 01785 276522) Service Area: Waste Management
July 2021	Public	<p>Framework Agreement for the Provision of Asbestos Removal and Encapsulation Services (Cabinet Member for Commercial Matters (Mark Deaville))</p> <p>This Framework Agreement is to provide Staffordshire County Council with an agreed schedule of rates for the provision of Asbestos Removal and Encapsulation Services on County Council owned buildings throughout the whole county of Staffordshire. The works/service will generally consist of providing a responsive service for carrying out the works.</p>		N/A	Ian Turner (Tel: 01785 277228) Service Area: Strategic Property
August 2021	Public	<p>Treasury Management Outturn Report 2020/21 (Cabinet Member for Finance and Resources (Ian Parry))</p> <p>Outturn information in respect of Staffordshire County Council's treasury management activities for the financial year 2020/21.</p>		N/A	Rob Salmon (Tel: (01785) 27 6354) Service Area: Finance
August 2021	Private	<p>Proposed 1FE Expansion at Oldfields Hall Middle School, Uttoxeter (Cabinet Member for Education (and SEND) (Jonathan</p>		N/A	Tim Moss (Tel: 01785 277963) Service Area:

Anticipated Date of Decision	Public or Private Decision	Title and Description	Background Documents	Consultation	Contact Officer
		Price)) An expansion of capacity at Oldfields Hall Middle School is required to provide additional middle school places to mitigate the impact on education of new residential developments in Uttoxeter Town. Section 106 contributions have been requested from a number of developers to contribute towards this expansion.			School Organisation
September 2021	Public	Recommissioning of Care Home Services (Cabinet Member for Health and Care (Julia Jessel)) Completion of the options available for the recommissioning of care home services.		N/A	Helen Trousdale (Tel: 01785 277008) Service Area: Health and Care
September 2021	Private	Entrust Service Delivery Agreement (Leader of the Council (Alan White)) To consider changes to the Entrust Service Delivery Agreement.		N/A	Ian Turner (Tel: 01785 277228) Service Area: Education Support Services
October 2021	Public	Household Waste Recycling Centre Update (Cabinet Member for Commercial Matters (Mark Deaville)) To provide Cabinet with a progress update on the Household Waste Recycling Centres.		N/A	Clive Thomson (Tel: 01785 276522) Service Area: Waste and Sustainability
November 2021	Public	Treasury Management Half Yearly Report 2021/22 (Cabinet Member for Finance and Resources (Ian Parry)) Report detailing the treasury management activity of Staffordshire County Council for the first half of 2021/22.		N/A	Rob Salmon (Tel: (01785) 27 6354) Service Area: Finance