

Cabinet

Wednesday 15 June 2022

10:00

Oak Room, County Buildings, Stafford

The meeting will be webcast live which can be viewed at any time here:

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

John Tradewell
Director of Corporate Services
7 June 2022

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 18 May 2022** (Pages 1 - 6)
4. **Leader's Update**
Oral report of the Leader of the Council
5. **Minutes of the meeting of the Property Sub-Committee held on 1 June 2022** (Pages 7 - 8)
6. **Staffordshire Means Back to Business - Oral Update**
Deputy Leader and Cabinet Member for Economy and Skills
7. **Final Financial Outturn Report 2021-22** (Pages 9 - 36)
Leader of the Council and Cabinet Member for Finance and Resources
8. **Corporate Delivery Plan 2022/23** (Pages 37 - 60)
Cabinet Member for Finance and Resources

9. **Digital Connectivity Strategy for Staffordshire** (Pages 61 - 136)

Cabinet Member for Environment, Infrastructure and Climate Change

10. **Newcastle Enterprise Centre Extension Scheme** (Pages 137 - 170)

Cabinet Member for Commercial Matters

11. **Mobilisation of Staffordshire's Household Waste Recycling Centres** (Pages 171 - 238)

Cabinet Member for Environment, Infrastructure and Climate Change

12. **Staffordshire Sustainability Board - Vision and Council Commitments** (Pages 239 - 256)

Cabinet Member for Environment, Infrastructure and Climate Change

13. **Forward Plan of Key Decisions** (Pages 257 - 264)

14. **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)

15. **Entrust Service Delivery Agreement** (Pages 265 - 272)

(Exemption paragraph 3)

Cabinet Member for Commercial Matters

16. **Decision Making for Looked After Children/Use of Regulated Placements - Update**

(Pages 273 - 282)

(Exemption paragraph 3)

Cabinet Member for Children and Young People

Membership	
Alan White (Chairman)	Julia Jessel
Mark Deaville	David Williams
Mark Sutton	Ian Parry
Philip White	Simon Tagg
Jonathan Price	Paul Northcott
Victoria Wilson	

Notes for Members of the Press and Public

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Recording by Press and Public

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

Minutes of the Cabinet Meeting held on 18 May 2022

Attendance

Mark Deaville
Julia Jessel
Ian Parry
Jonathan Price
Mark Sutton

Simon Tagg
Philip White
David Williams
Victoria Wilson

Apologies: Alan White

PART ONE

153. Decision notice of the meeting held on 20 April 2022

Decision – That the notes of the meeting held on 20 April 2022 be approved.

154. Leader's Update

Decision – That the oral report of the Leader of the Council giving an update on a range of issues including the more than 40 events held across the County on Staffordshire Day on 1st May, to celebrate our great county; preparations for the Jubilee celebrations, the annual Staffordshire Ironman event and the Commonwealth Games; proposals over the coming months to distribute £5.5m of support to households most in need in the County; the success of the Ignite programme, under which more than 11,000 final year college students have received training to set up their own business; the commitment of an extra £15.5m this year for road repairs; and the Council's thanks to Cllr Johnny McMahan who is to step down from his role as Cabinet Support Member for Public Health and Integrated Care; be noted.

155. Minutes of the meeting of the Property Sub-Committee held on 4 May 2022

Decision – That the minutes of the meeting of the Property Sub-Committee held on 4 May 2022 be received.

156. 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 county is in a very strong and confident place to work through the current climate of uncertainty. Working to support Staffordshire’s economy to grow, generating more and better paid jobs has put us in a position of strength. This strength and confidence is demonstrated by the new Pets at Home HQ and construction work of new houses opposite in Stafford.
- A key part of a successful economy is the skills of the employees within it. Over the next few months, Cabinet is to be updated on our activity and success around the skills agenda. Our drive for improved skills is also mirrored by Government’s new Multiply Programme. I am pleased to say Staffordshire County Council will lead on Multiply in Staffordshire to deliver this £4.2m Programme over 3 years.
- The proportion of young people in Staffordshire aged 18-24 that are claiming work-related Universal Credit has decreased further and now stands at 4.1%, or 2,665 young people. This is reflective of the record number of job vacancies currently available across the full economy, where Staffordshire saw vacancies increase by 28% between February and March equivalent to over 4,200 more job vacancies.
- This decline in young people claiming Universal Credit has contributed to an overall decline in our claimant rate which now stands at 2.9% of the working age population in April, well below the regional rate of 5.1% and national rate of 4.0%.

157. Household Support Fund

	<p>“This summer we will be distributing £5.5m to help families with young children, and older people, with the cost of living.</p> <p>Having successfully distributed millions of pounds worth of support in the last two years, we know from the stories people tell us that this support makes a real difference to their lives.</p> <p>Thousands of people will benefit in the next few months from help with their food, fuel or water bills, including the families of 27,000 children as part of the Holiday Activity and Food programme”.</p> <p>Mark Sutton, Cabinet Member for Children and Young People</p>
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Reasons for the Decision – To consider the proposed expenditure and delivery arrangements for the Household Support Fund (HSF) in Staffordshire which is required to be fully spent by 30 September 2022.

Decision – (a) That the anticipated receipt of £5,506,547.99 from the Department for Work and Pensions (DWP), in relation to the HSF, be acknowledged.

(b) That the high-level proposals for the usage of the HSF in Staffordshire be approved.

(c) That authority be delegated to the Cabinet Member for Children and Young People, in consultation with the Deputy Chief Executive and Director for Families and Communities, to decide the delivery and eligibility criteria for distribution of the HSF in Staffordshire, and to take all other subsequent decisions to ensure that this support gets to those who need it as quickly as possible. This includes any decisions in respect of extensions to the Scheme or additional funding, ensuring Cabinet are fully briefed on any such extensions or spending.

(d) That it be acknowledged that the delegation to the Cabinet Member for Children and Young People includes authorising the County Council to enter required contractual arrangements with Partners and Providers where required to deliver the HSF in Staffordshire.

(e) That an extension of current commissioning arrangements with Beat the Cold and Community Foundation of Staffordshire for a further 6 months, with effect from 1st May 2022, on existing terms and conditions, to administer the Warmth Project be approved.

158. Staffordshire Better Care Fund 2021-23



“Providing integrated health and social care that allows people to stay in their homes and communities for as long as possible remains a key priority for the Council and the NHS. The Better Care Fund enables us to fund services across Staffordshire to achieve this goal.

We have made great progress in the last few years, for example strengthening our Home-First reablement services to support people to return home from hospital. We will continue to use the Better Care Fund to improve and integrate services for our residents and to support some of the most vulnerable people in our county.”

	Cllr Julia Jessel, Cabinet Member for Health and Care
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Reasons for the Decision – To provide an update on the 2021/22 Staffordshire Better Care Fund (BCF) Plan, a summary of arrangements for development and to seek approval of the 2022/23 BCF Plan, and delegation of authority to enter into the legal agreements required to implement the BCF Plans.

Decision – (a) That the progress of the 2021/22 Staffordshire Better Care Fund (BCF) Plan, and the associated funding, be noted.

(b) That the transfer of the 2021/22 Disabled Facilities Grant to the District and Borough Councils, as required by the Government, be noted.

(c) That it be noted that the Health and Well-being Board is required to approve the 2022/23 Staffordshire BCF Plan.

(d) That authority be delegated to the Director of Health and Care to enter into legal agreements under Section 75 of the NHS Act 2006 for 2021/2022 and 2022/2023 in order to implement the respective BCF Plans.

159. Decisions taken by Cabinet Members under Delegated Powers

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

Cabinet Member	Decision
Cabinet Member for Education (and SEND)	In approving the award of the High Needs Provision Capital Allocation Funding (HNPCA) to the 5 schools selected, to deliver new places and improve existing provision in education settings for children and young people with Special Educational Needs and Disabilities (SEND) in Staffordshire and to complete any grant funding or other agreements required to provide this funding and deliver the HNPCA projects.
Cabinet Member for Education (and SEND)	In approving the Accessibility Strategy for implementation by the County Council and across Staffordshire schools.
Cabinet Member for Highways and Transport	In approving the allocation of £2.5m to delivery of the Chetwynd Bridge Refurbishment Scheme and to progress the site investigation and preliminary design of the Moss Pit Footbridge, School Lane Footbridge, Chetwynd Bridge, Burmdhurst Bridge and Stafford Railway Bridge schemes.

160. Forward Plan of Key Decisions

The Forward Plan of Key Decisions for the period 15 June to 19 October 2022, which detailed the following issues, was approved:

Subject Matter	Contact
Corporate Delivery Plan 2022/23	Name: Kerry Dove Tel: 07855 679112
Digital Connectivity in Staffordshire	Name: Anthony Baines Tel: (01785) 895984
Staffordshire Sustainability Board - Vision and council commitments	Name: Clive Thomson Tel: (01785) 276522
Final Financial Outturn 2021-22	Name: Rachel Spain Tel: (01785) 854455
Mobilisation of Staffordshire's Household Waste Recycling Centres	Name: Clive Thomson Tel: (01785) 276522
Extension to Newcastle Enterprise Centre project	Name: Anthony Hodge Tel: (01785) 277204
North Staffordshire Local Air Quality Plan (NSLAQP)	Name: Clive Thomson Tel: (01785) 276522
Enhanced Delivery Model for Home Care	Name: Andrew Jepps Tel: (01785) 278557
Families Health & Wellbeing (0-19) Service - from April 2024	Name: Natasha Moody Tel: 07976 191079
Family Hub Model	Name: Natasha Moody Tel: 07976 191079
Section 75 Agreement for Adult Social Care Assessment and Case Management and Occupational Therapy in Staffordshire	Name: Jo Cowcher Tel: 07772 011078
Adult Social Care Reform Implementation	Name: Jo Cowcher Tel: 07772 011078

161. 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.

The Cabinet then proceeded to consider the following matters:

162. Exempt Decision notice of the meeting held on 20 April 2022 (Exclusion paragraph 3)

Decision – That the exempt notes of the meeting held on 20 April 2022 be approved.

163. Transport Contract Inflation

(Exclusion paragraph 3)

Reasons for the Decision – To seek approval for an exceptional inflation uplift on certain home to school contracts and local bus contracts.

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

Note by Clerk: The Chairman of the Corporate Overview and Scrutiny Committee has agreed that this matter be exempt from call-in as any delay in implementing the Cabinet’s decision could potentially result in a significant risk of disruption to statutory service delivery.

Alan White
Leader of the Council

Minutes of the Property Sub-Committee Meeting held on 1 June 2022

Present: Alan White (Chairman)

Attendance	
Ian Parry	Philip White (Vice-Chairman)

Apologies: Mark Deaville and Jonathan Price

PART ONE

2. Declarations of Interest

There were no Declarations of Interest on this occasion.

3. Minutes of the Meeting held on 4 May 2022

RESOLVED – That the minutes of the meeting held on 4 May 2022 be confirmed and signed by the Chairman.

4. 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.

5. Trough Ivy House, Longshaw Lane, Farley, Alton, Staffordshire ST10 3BQ - Proposed Purchase - Exemption paragraph 3

Details were submitted for the proposed purchase of Trough Ivy House, Longshaw Lane, Farley, Alton, Staffordshire ST10 3BQ.

RESOLVED – That approval be given for the purchase of Trough Ivy House, Longshaw Lane, Farley, Alton, Staffordshire ST10 3BQ on the terms indicated in the report; delegated authority to agree details relating to the purchase be granted to the Assistant Director for Commercial and Assets in consultation with the Leader.

Chairman



Cabinet meeting on 15 June 2022

Final Financial Outturn Report

2021/22



Council Leader, Alan White said:

“We continue to do what is necessary to support those who need us most, including vulnerable residents, the care sector, local communities and businesses. Growing our economy, creating better quality jobs and supporting local businesses with their recovery through the Staffordshire Means Back to Business Programme remains a priority. Putting more money in people’s pockets and improving their financial security, especially at a time when living and energy costs are on the increase, is vital.

“The cost of social care for adults and children continues to rise, and we face challenges alongside our residents in dealing with increasing inflationary pressures.

“Despite the pressures facing councils like ours, we will invest to keep growing the county in a sustainable way to make a positive difference in the lives of our residents. We want Staffordshire people to enjoy a better quality of life, in thriving communities, and live longer in good health.”

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

“All council departments continue to deliver against their priorities, whilst progressing with activities in the organisation’s Delivery Plan.

“The final financial outturn is an underspend of £3.984m (0.7%). In an organisation of this size this is equivalent to a breakeven position.

“Like many local authorities, we still face financial challenges including in adult social care and in children’s social services, but we continue to keep our finances in as strong a position as possible.

Well managed finances ensures that we provide good value for money for local tax-payers and means we can continue to invest in our future and growing our economy.”

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 contribution of the underspend of £3.984m into an earmarked reserve for inflationary pressures in future years and that the carry forward requests set out in paragraph 2 of the report are not approved.
- 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 – 15 June 2022

Final Financial Outturn Report 2021/22

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 contribution of the underspend of £3.984m into an earmarked reserve for inflationary pressures in future years and that the carry forward requests set out in paragraph 2 of the report are not approved.
- 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 2021/22.

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.

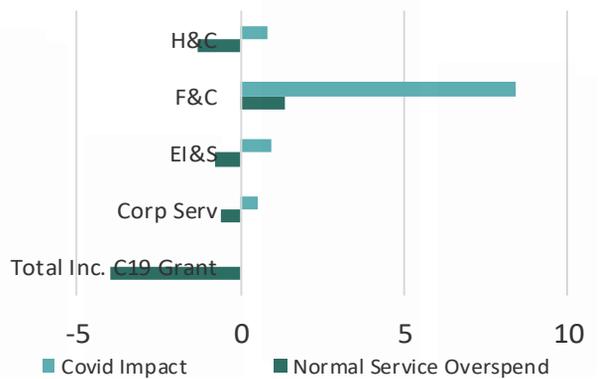
The graphs and charts are compiled using final outturn information.

This report presents the final position for both revenue and capital budgets at the end of the 2021/22 financial year. The final revenue position is a saving of £3.984m across portfolio budgets (0.7%). This is within our Financial Health target of 2% variation on revenue budgets. The quarter 4 forecast was a saving of £4.417m. Cabinet is requested to approve carrying forward this underspend for inflationary pressures in future years.

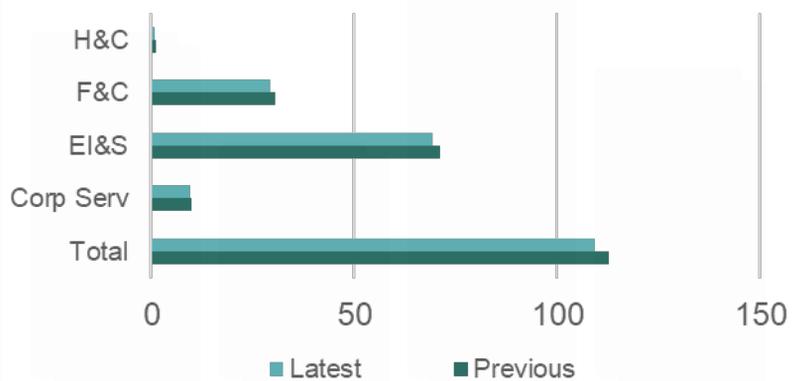
Since 2020/21, Covid 19 has been a global pandemic requiring a combined response from public sector services, which is also having a severe impact on the economy. Central Government have issued general and specific grants to local authorities to support the additional pressures of continuing to provide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

The capital outturn is £103m which represents continued investment in schools, highways and economic regeneration. The capital programme has been fully funded. The final position includes £5.1m of transformational revenue expenditure which has been capitalised in accordance with the Flexible Use of Capital Receipts direction.

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 2021/22 financial year.
2. The final outturn position is a saving of £3.984m and Cabinet is requested to approve the contribution of this amount into an earmarked reserve to be used to fund the inflationary pressures which are emerging in 2022/23. The quarter 4 forecast was a saving of £4.417m. There have been a number of carry forward requests, which are summarised below with further details in each service's section. Given the significant pressures facing the council at the moment it is proposed that these carry forward requests are not approved and that services are requested to accommodate the impact of this decision in their budgets for 2022/23.

Service	Purpose	Amount
Adult Social Care & Safeguarding	Recruitment of additional Occupational Therapists	£31,000
Care Commissioning	Support for the transformational programme across All Age Disabilities and Mental Health	£99,000
Care Commissioning	Additional capacity required to carry out the work of Adult Social Care Reform	£520,000
Care Commissioning	Provision of a workforce training fund	£235,000
Transport, Connectivity & Waste	To be utilised on the Climate Change Action Plan in 2022/23	£650,000
Total		£1,535,000

3. Since 2020/21, Covid 19 has been a global pandemic requiring a combined response from public sector services, which is also having a severe impact on the economy. Central Government gave general grant to local authorities, plus grant to compensate for lost income, totalling £16.4m 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	3.308
Lost income	0.968

Delayed savings	6.400
Sales, Fees & Charges Grant	(0.226)
Grant funding	(16.204)
Carried forward into 22/23	(5.754)

All grants received by Staffordshire County Council regarding Covid 19 in 2021/22 are listed below. The General Covid Grant can fund activity in all service areas, the remaining grants are specific and go directly to services. All grants allocated for Covid related activities will be utilised in full, over the medium term, in order to fund the additional expenditure caused by the pandemic.

	£m
General Covid Grant Funding	16.204
Covid Local Support Grant	2.613
Adult Social Care Infection Control	7.981
Lateral Flow Testing in Care Homes	5.632
Workforce Capacity Adult Social Care	6.820
Clinically Extremely Vulnerable	1.477
Practical Support for Self-Isolating	1.405
Additional Restrictions Grant	1.265
Covid Winter Grant	1.883
Sales, Fees and Charges Funding	0.226
Contain Outbreak Management	4.182
ASC Omicron Support	0.885
Bus Capacity Work	0.539
Growth Hub	0.222
Other Schools Grants	1.060
Catch Up Premium	1.258
Covid Recovery Premium	0.599
Mental Health Support	0.074
Other	0.102
Total	54.427

5. The unspent Covid grant will be carried forward to be utilised in 2022/23 as there remain costs associated with Covid.
6. Services have underspent by £1.381m which is 0.3% of the budgets, in an organisation of this size this is equivalent to a breakeven position and shows the good financial management in place. The remainder of the underspend is contributed largely by the Contingency budget which has only been partially spent during the year.

7. Since the budget for 2022/23 was approved in February, inflation has risen substantially across all sectors and is now a significant risk for all services with some, such as Highways and Transport being particularly affected. This risk will be monitored and reported to Cabinet as part of the quarterly Integrated Performance reports, however it is recommended that the £3.984m underspend from 2021/22 be carried forward in reserves and set aside for the purpose of assisting services with inflationary pressures. The current estimate of the amount needed for inflation is around £10-15m, therefore the whole underspend is required.
8. The capital programme shows total expenditure of £109.2m. This reflects our continued investment in school places, highways, and economic regeneration. In 2021/22, £5.1m of capital receipts were used to fund transformational spend, this is included in the total expenditure above.
9. A detailed breakdown of the revenue position can be found in **Appendix 2** with the capital position shown in **Appendix 3**.
10. The following paragraphs contain a key financial summary of how each of the portfolio areas have performed during the year.
11. **Health & Care** **Covid Impact - £0.828m**
Normal Service Outturn - £1.305m saving
12. *Public Health & Prevention* *Breakeven*
13. Adults Public Health has underspent by £3.050m which has been transferred to the Public Health ring fenced grant reserve at the end of the year. A large proportion of this funding is earmarked for projects in 2022/23 including support for district and borough councils on health planning policy, weight management (as government funding has been withdrawn), and an adults' social worker pilot. The remainder is held against the risk that the Public Health ring fenced grant is reduced in future years.
14. Sexual health budgets have underspent by £0.355m due to underspends on contracts as activity has been lower than expected, particularly on out of area contracts. There has also been an underspend on GP Extended Training as delivery has been delayed until 2022/23.
15. Drug and Alcohol budgets have underspent by £0.402m due to additional investment combined with recruitment difficulties, meaning some plans had to be pushed back to 2022/23.

16. Healthy Communities budgets have underspent by £0.636m. There is a saving of £0.250m for Better Health staff as the costs were covered elsewhere. There is an underspend of £0.1m on the Workplace Health budget as the necessary targets were not achieved. In addition, the Payment by Results contracts have underspent by £0.365m and the forecast outcomes from the programme have not been delivered so none of the payments have been triggered, with all costs being covered by the core contracts.
17. Staff have continued to provide a considerable amount of support to the Council's response to the pandemic, resulting in a transfer of costs of £0.884m to the Contain Outbreak Management Fund.
18. There was a contingency budget of £0.574m held in Public Health but this has not been required as the Agenda for Change dispute with Midlands Partnership Foundation Trust (MPFT) was resolved in our favour and activity has generally been lower than forecast due to the pandemic with some staffing costs having been charged to relevant Covid grants. Other variances amount to a saving of £0.199m.
19. *Adult Social Care & Safeguarding* *Covid impact - nil*
Normal service outturn - £1.572m saving
20. Overall, the final position is a saving of £1.572m compared to a forecast saving of £0.846m reported at quarter 4.
21. There was a significant number of vacancies in the Adults Learning Disability Team (ALDT) throughout the year which proved hard to fill. This led to a saving of £0.670m which is in line with the forecast at quarter 4. However, a review of the ratio of qualified to unqualified staff is being carried out which is expected to lead to higher costs in the future. A Section 75 agreement covering both Mental Health North and South was in place for the year and there was a small overspend of £34,000 due to the inflationary increase being slightly higher than budgeted. The £0.154m MTFs saving for Mental Health North was delivered in full.
22. A carry forward request of £31,000 has been received, for the recruitment of Occupational Therapy resource to tackle the backlog of referrals for Occupational Therapy on the waiting list. Delays in recruitment mean that the team were unable to recruit the level of resource required in 2021/22.
23. There is a saving of £1.038m for care systems. This is because we have repaid in full all future years' borrowing repayments for the care system. This will save £0.539m in future years.

24. Other variances amount to a saving of £0.814m. Of this, £0.4m is due to staff turnover and holding vacant posts within Business Support and Adult Safeguarding
25. *Learning Disability In-House Services*
26. There is a saving of £0.870m in the Learning Disability In-House Residential services largely due to staff vacancies held during the year in advance of a planned restructure in 2022/23. This is slightly higher than the quarter 4 forecast of £0.210m. The saving was due to a combination of staff savings, transport savings and some additional cross boundary income. A review of these services is taking place which may lead to changes to the way they operate and may have a financial impact in future years.
27. *Care Commissioning* *Covid impact £0.828m Normal service outturn - £0.267m overspend*
28. Overall, Care Commissioning has overspent by £0.267m compared to the quarter 4 forecast saving of £0.330m.
29. The Mental Health budget was increased this year in recognition of the growth in placement costs during 2020/21. However, throughout the year it has been forecasted to be overspent by £0.417m. The outturn position is a reduced overspend of £0.233m. The placement budget is overspent by £0.258m, a reduction from the quarter 4 forecast of £0.468m. This overspend is largely due to increases in the costs of nursing and supported living placements, plus an increase in direct payment costs. This was partially offset by increased health income. There was also a small saving of £25,000 for Mental Health contracts. The £0.2m Mental Health contract MTFs saving was delivered in full. There is a risk of future years increases in Mental Health referrals as a result of the pandemic.
30. The Learning Disability placement budget underspent by £7.318m which is an increase from the quarter 4 forecast of £6.796m. The change is largely due to additional client and health income over the previous forecast. The placement underspend for the year is mainly due to the Council experiencing the full benefit of increases in NHS income negotiated in recent years and due to it collecting more client income than budgeted. We have though, experienced an increase in the cost of residential and supported living placements which has led to expenditure being £2.799m higher than forecast. However, in other areas there have been savings due to lower nursing costs, direct payments, day care and homecare which total £2.698m, partially due to the ongoing impact of the pandemic. In addition, as was the case last year, savings have also been made in respite care due to lower take up because of the

pandemic. The Council saved £1.530m due to the NHS agreeing to meet the full cost of people previously discharged with learning disabilities or autism discharged from specialist hospitals to community-based settings under the Transforming Care Partnership (TCP). In general, we have experienced lower general growth in the number of people supported that was assumed in the budget.

31. MTFS savings expected from the Community Offer programme have taken longer than originally planned due to the impact of the pandemic. This means that the planned redundancy costs have slipped into 2022/23 which created an underspend of £1.250m. Cabinet previously agreed to allocate £2m of the placement underspend towards the costs of planned investment in the In-House services to minimise future borrowing costs for the Council. Due to inflationary pressures in the construction industry, Cabinet is now requested to note the additional £0.6m contribution to meet the revised estimated costs of the project.
32. The Council has continued to work with the NHS to support the discharge of people with learning disabilities or autism from specialised hospitals to community-based settings under the TCP. Because National Health Service England (NHSE) reduced the amount of funding that accompanied each individual, there has been a substantial cost pressure locally. The government confirmed in September 2021 it would provide Staffordshire and Stoke-on-Trent TCP funding of £0.421m for 2021/22 to support further discharges. The Council incurred a cost of £2.524m in 2021/22 for people discharged under the scheme. The Council is close to agreeing a new cost allocation model with the NHS, resulting in a 50/50 cost share for people in this cohort. However, there remains a risk of further cost pressures over the MTFS period.
33. The new Carers service went live in April 2021 following a delay caused by the pandemic. There is a saving of £0.407m due to lower take up of direct payments and a saving by not making a planned contribution to the MPFT in this year. There was also a small saving on the Advocacy contract of £77,000. The £0.150m Advocacy MTFS saving was delivered in full.
34. Following the resolution of a contract issue on the Section 75 with the MPFT, there ended up being a small saving on the Reablement contract of £0.124m, slightly higher than the quarter 4 forecast of £52,000. There is a small overspend of £76,000 on the other contract elements of the Section 75, slightly higher than the quarter 4 forecast of £34,000 due to inflationary increases being higher than budgeted.
35. There is a saving of £99,000 for the Learning Disability and Mental Health Commissioning Team due to staff vacancies held during the year. Cabinet

approved the carry forward of this saving in to 2022/23 to fund some additional temporary commissioning capacity required to support the transformational programme across All Age Disabilities and Mental Health in 2022/23.

36. The Older People's placement budget has saved £15.021m compared to the quarter 4 forecast of £10.463m. The overall number of residential and nursing placements through 2021/22 has been lower than budgeted as a result of the pandemic and ongoing efforts to control demand. This meant that the additional £7m funding provided to mitigate risks in year has not been required. Residential and nursing placements have saved £6.879m compared to the forecast of £6.375m at quarter 4. The position has improved as the additional number of service provisions that were forecast in the final months of the year did not materialise. The majority of the £1.575m saving from block booking beds has been delivered. There is a further stretch target of £0.760m to be delivered by utilising more block booked beds in 2022/23. This represents a challenging target and will be monitored closely next year.
37. The shortfall on income for residential and nursing placements was £0.430m, a significant improvement to the quarter 4 forecast of £3.372m. This improvement is due to arrears totalling £0.6m were collected and there were also new accounts identified in the outturn of £2.2m where billing had been delayed while new processes were being embedded.
38. The Older People's care home budget has saved £2.219m compared to the quarter 4 forecast of £1.521m. The forecast increase in provision over the year arising from a backlog of unmet need has not, at this stage, resulted in additional service provisions. However, growth has been built into the MTFS to meet these expected pressures. The MTFS saving of £50,000 to be delivered through Trusted Assessors was achieved.
39. The Older People's direct payment budget has saved £0.285m, a slight reduction from the quarter 4 forecast of £0.311m. The reason for this saving is that the number of people in receipt of direct payments has gradually reduced during the beginning of the year. The numbers have increased over the last 3 months.
40. The Older People's day care budget has saved £0.527m, a slight reduction from the quarter 4 forecast of £0.537m. This saving has arisen because the number of people using the service has reduced, due to the pandemic.
41. The Older People's in-house residential placement service has saved £0.459m compared to the quarter 4 forecast of £0.429. This saving has arisen as the number of service users has been impacted by the pandemic.

42. The outturn for Older Peoples short stay respite is an overspend £0.555m compared to the forecast of £46,000 at quarter 4. This change has arisen due to the provision of interim beds to support hospital discharges. These have been funded by the Clinic Commissioning Group (CCG).
43. Cabinet previously approved an increase of £7m to the IT reserve to continue the directorates digital transformation. In addition, Cabinet approved an increase to the Care Risk Reserve of £7m as proposed in the quarter 2 report, to mitigate the risks facing the care market arising from the pandemic and the recruitment and retention issues that are being seen across the country in many sectors. There are now additional pressures being faced by the sector due to increasing inflation rates that have been triggered partly by the pandemic, supply chain issues and the ongoing war in Ukraine. In addition, early modelling and analysis by a market specialist suggests that the grant announced by the Government to fund Adult Social Care Reform will be insufficient to cover the anticipated costs. Given these issues, it is proposed that the care risk reserve is increased by a further £2m.
44. The Physical Disabilities Placement service has saved £0.805m compared to the forecast saving of £0.673m at quarter 4. The main reason for this change is the total income has increased. This has been offset by an increase in the cost of residential and nursing placements.
45. There are total savings of £0.666m for Brokerage, Care Commissioning, Quality Assurance, and the Care Market Team as a result of vacancies or difficulties in recruitment.
46. Prisoners related care activities have saved £0.303m due to staffing savings and lower care costs.
47. A non-recurrent transfer of £0.2m has been made to the Emergency Duty Service to cover the rising costs of the service pending a full review. Once the review has been completed, the budget contributions will be identified for agreement.
48. Cabinet approval is sought to carry forward £0.520m to recruit additional capacity to:
 - assist the Council to carry out work required as a result of Adult Social Care Reform including carrying out the national cost of care exercise.
 - co-Commission and co-produce across the health & social care system.
 - develop several strategies including housing and disabilities.

49. In addition, approval is also sought to carry forward £0.235m to provide a workforce training fund to improve recruitment and retention in the provider market. Other variances amount to a saving of £1.549m.
50. The additional Covid related costs of £3.468m consist of £2.646m unachievable savings, £0.531m additional staffing costs incurred, £0.166m to support the provider market and £0.125m other exceptional costs.
51. Many of the Covid grants that were allocated to the Council expired at 31/03/2022. Any unallocated amounts need to be returned to the relevant Government departments. Final returns are being prepared for each grant to identify sums to be repaid. There are some exceptions to this –
- a. Contain Outbreak Management Fund (COMF) – confirmation from the UK Health Security Agency (UKHSA) that unspent grant could be carried forward to 2022/23. The amount carried forward is £19.169m against which we have estimated future commitments of £6.201m.
 - b. Clinically Extremely Vulnerable Funding – originally this was an unringfenced grant however there is an expectation that this funding is used to deliver activities and outcomes aligned in the shielding framework. A carry forward of £1.873m has been made to support this cohort of Staffordshire’s population
 - c. In addition to any unallocated sums to be returned by the Council, an exercise will now take place to review final year-end provider returns and sample test evidence held by care providers to identify any sums that remain unspent or have not been utilised within the grant conditions. Any such sums will be recovered from providers and returned to the relevant government department.
52. *Better Care Fund*
53. The 2022/23 Better Care Fund (BCF) Policy Framework has not yet been published. The working assumption is that expenditure of BCF budgets will continue as agreed in the BCF plan 2020/21, with appropriate adjustments for inflation, to maintain essential health and social care activities.
54. The 2022/23 Staffordshire BCF Plan will be developed on this basis and taking into account any conditions specified in the BCF Policy Framework when available. The Plan will be approved by the Health and Well-being Board and submitted to NHSE. A recommendation will be made to Cabinet to delegate authority to the Director of Health and Care to enter into a legal agreement under Section 75 of the NHS Act 2006 in order to implement the 2022/23 BCF Plan once approved.

- 55. Families & Communities** **Covid impact - £8.413m**
Normal service outturn - £1.325 overspend
56. *Children's Services* *Covid impact - £7.021m*
Normal service outturn - £1.463m overspend
57. The final position is an overspend of £1.463m across Children's Services (excluding pressures arising as a result of Covid 19). This reflects additional spending on agency social workers and continuing high levels of placements in both residential and fostering settings.
58. The total placement spend this year (including fostering) is £58.7m and is overspent by £1.8m. With over 1,300 Children in our Care the level of demand remains significant concern – and could put at risk the delivery of planned MTFS savings. This pressure is partly mitigated by additional grant income for Unaccompanied Asylum-Seeking Children (UASC) of £0.6m.
59. There has been an increase in the bad debt provision of £0.3m to protect against the risk of future bad debts.
60. During 2021/22 the Families and Communities transformation programme was finalised, and the new design implemented from the end of October as planned.
61. The redesign, which is informed by best practice, seeks to change both the practice and culture across the children's system and it has impacted upon just over 2,000 staff. It will enable a whole system approach, bringing together children's social care, SEND and Inclusion, the Place Based Approach and commissioning. It is essential for the delivery of revised practices / cultures that underpin the necessary MTFS savings and stabilisation of SEND.
62. The additional redundancy cost is for £3.1m and has been capitalised as transformational spend.
63. Covid related costs include the non-delivery of planned savings of £6.4m as the service has been unable to progress the necessary transformation programmes as intended, additional exceptional costs of £1.2m to support providers of care that have seen reduced demands, additional care package costs and business continuity, and lost income of £0.8m as a result of reduced trading activity and penalty fines.

64. *Children's Public Health* *Breakeven*
65. There is a saving of £0.311m which has been transferred to the Public Health ring fenced grant reserve at the year end.
66. This saving is mainly due to the transfer of costs within the Children's 0-19 programmes for young person's emotional wellbeing of £0.130m where costs (including staff time) have been incurred in support of the Council's response to the pandemic and accordingly charged to the Contain Management Outbreak Fund. There is also a saving of £0.150m for young person's emotional wellbeing budget which was allocated during the year and not spent.
67. *Education Services* *Covid impact - £1.018m*
Normal service outturn - £0.363m overspend
68. Education Services has a final overspend of £0.363m, a reduction of £0.366m from the quarter 4 forecast.
69. This overspend is largely a result of additional SEND transport costs of £1.150m (which is £0.150m less than reported at quarter 4). This has been offset in part by other savings in historical pensions liability of £0.2m, and recently confirmed additional one-off revenue income from the settlement of an ongoing insurance claim relating to one of our schools.
70. The underlying pressure on SEND transport has been recognised in the MTFs for next year. However recent rises in inflation and most significantly fuel costs, exacerbated by the current Ukraine conflict, will almost certainly lead to further additional pressures in 2022/23.
71. *SEND High Needs Block* *Overspend £8.2m*
72. The High Needs Block is overspent by £8.2m and reflects continuing demand for SEND support. This overspend will be charged against the DSG reserve which, at the end of 2020/21 was already £2m in deficit. Staffordshire County Council is not alone in this difficult financial predicament, it is shared by the majority of Councils across the sector.
73. In 2022/23 the Government has provided for significant additional funding that will see Staffordshire's High Needs Block funding increase to £115m (up from £101m in 2021/22). Unfortunately, this is insufficient to close the gap and based on existing rises in demand and costs, an overspend is forecast for next year.

74. Going forward, it is forecast that the SEND transformation programme, with the 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 withing overall resources. However, this will take time and will not generate the immediate savings required to address the current shortfall and further actions must be taken to mitigate this existing overspend in this area.
75. *Culture & Communities* *Covid impact - nil*
Normal service outturn - £79,000 saving
76. The service has an outturn position of £79,000 saving, largely due to reduced transport costs and additional income.
77. The outturn position in a reduction of £0.113m from the quarter 4 forecast of £0.193m saving, due to additional costs for the purchase of new books and costs associated with the migration, training, and implementation of a new library book fund system.
78. *Rural County* *Covid impact - £0.360m*
Normal service outturn - £0.151m saving
79. The outturn saving of £0.151m is an increase of £40,000 from the quarter 4 position. This saving is largely due to one off staff savings of £0.4m pending the reorganisation of the service, offset by increased costs of £0.250m associated with Right of Way and car park repairs due to increased usage.
80. *Community Safety* *Covid impact – £13,000*
Normal service outturn - £0.271m saving
81. The final outturn is a saving of £0.271m which is mainly a result of additional income and the service contract saving which have resulted from the impact of Covid 19 and are likely to return to normal levels going forward.
82. This position is an increase of £0.151m from the quarter 4 forecast, and this change is largely due to additional income being received from the Ministry of Justice Courts in relation to prosecution fine at the end of March which was not previously anticipated.

83. **Economy, Infrastructure & Skills** **Covid impact - £0.944m**
Normal service outturn - £0.782m saving
84. *Business & Enterprise* *Covid impact - nil*
Normal service outturn - £0.349m saving
85. The outturn is a saving of £0.349m which is an increase from the quarter 4 forecast of £0.177m. This is as a result of increases in Enterprise Centres and Farms income. The income on Farms, particularly mast rental income, has remained strong despite some loss of income related to Farms sales. Enterprise Centres have benefitted from the additional units and Cannock and Silverdale Enterprise Centres. There is also additional income in the Planning Policy and Development Control team relating to large planning applications.
86. The outturn position also includes the approved carry forward of £0.441m and is due to Staffordshire County Council's successful Community Renewal Fund bid for Staffordshire Means Back to Business – this allows the programme to be funded from grant in 2021/22. This carry forward will be utilised in 2022/23 and onwards for the continuation of the programme helping Staffordshire businesses recover from the pandemic.
87. *Infrastructure & Highways* *Covid impact - £0.287m*
Normal service outturn - £0.195m overspend
88. The final position is an £0.195m overspend, a small decrease from the £0.215m forecast at quarter 4.
89. There have been various overspends in a number of areas including Sustainable Development and Highways Maintenance, but these have been mitigated by the savings within the Community Infrastructure and the Network Management areas. The outturn position includes increasing the bad debt provision by £0.125m along with making a provision of £90,000 towards potential additional costs for HS2 protests during 2022/23.
90. The outturn position includes transferring £0.6m of additional permit income to partnership reserves, which is the over-recovery in year. There is also a contribution to the capital reserve for work that will now be completed in 2022/23 from this year's additional income.
91. *Transport, Connectivity & Waste* *Covid impact - £0.586m*
Normal service outturn - £0.633m saving
92. The outturn for the Transport & Connectivity area is a saving of £0.386m, a slightly improved position from the quarter 4 forecast of £0.224m.

93. This position includes saving in the operational Transport service and vacancies in the Transport Planning team which were offset by making a provision of £0.2m towards a further years Local Transport Assessment Works. It should however be noted that there are currently significant planned reductions in the commercial Staffordshire bus network and further service reductions may occur in Autumn 2022 when Government financial support is planned to end if patronage levels do not return to pre-pandemic levels.
94. Additional Covid costs include providing additional cleaning on home to school transport, and additional transport capacity to avoid full and standing buses at peak times.
95. The Sustainability and Waste service have saved £0.246m. This includes an underspend of £0.650m on Climate Change which forms a request for formal carry forward into 2022/23, to be utilised on items in the Climate Action Plan in 2022/23.
96. This outturn position also includes the £0.5m (rising to £1.1m in 2022/23) MTFs saving for Green Waste Recycling Credits as achieved. Also included is a £0.450m provision for likely additional costs, shared 50:50 with Stoke-on-Trent City Council, for consultants working on the Hanford incinerator project. It also includes a £0.250m contribution to the capital reserve to fund essential capital works on the Household Waste Recycling Centre (HWRC) sites now that they have been brought back in house, and a provision of £0.290m towards the additional revenue costs of these sites in the first year. A contribution of £0.250m to a new equalisation reserve for the Waste service area has been made. This will primarily be used for the HWRC that are now being managed in house, with a view for any underspends to be added to the reserve to fund future capital improvements on the sites, as well as any overspends to be managed through the reserve.
97. The covid related costs have been absorbed within the Energy from Waste budgets but there is a £0.5m provision against the Covid costs for any additional amounts incurred in 2022/23 as the impact of Covid is still uncertain moving forwards.
98. *Skills* *Covid impact - £12,000*
Normal service outturn - £76,000 saving
99. The service has a saving of £76,000 due to savings on the Entrust IAG contract and reduced activity in Community Learning Groups. Some of these savings are being used to fund the first year costs of a new Job Brokerage team.

100. The Covid related costs are due to limited placements for Supported Internships and a result of the pandemic.
101. *El&S Business Support* *Covid impact - £59,000m*
Normal service outturn - £81,000 saving
102. The service has a small overspend of £81,000 which includes the balance of the Health and Safety Executive fine received by Staffordshire County Council for its role in the Isabel Trail incident. This is offset by savings on conference fees and training budgets.
- 103. Corporate Services** **Covid impact - £0.491m**
Normal service outturn - £0.619m saving
104. The service has a final outturn saving of £0.619m. This position includes a £0.219m saving on Assets primarily due to vacancies. There are also vacancies within the Business Support and Strategy areas of £0.6m and forecast one-off additional income in Registrars of £0.9m due to the higher number of weddings that have been booked as Covid restrictions were lifted. These savings have been offset by an overspend in HR of non-delivery of 2019/20 MTFS savings.
105. In accordance with existing policy for system replacement and development, this outturn position also includes making a provision of £0.350m towards potential future costs of the ESRMS project and a provision of £0.1m towards the net to gross project and the new recruitment and lone worker systems. There is also a £0.250m provision for potential Cybersecurity costs that may be incurred in 2022/23 as well as a movement of £0.4m into the ICT reserve for future Cybersecurity, Microsoft 365 and new software costs.
106. The outturn position also includes an increase of £0.125m to the bad debt provision and smaller provisions for loss of income for the annual leave purchase scheme of £90,000 and property areas of £70,000.
107. The Covid costs include the cost of temporary mortuary facilities extension and the closure of the first annual leave purchase window, as well as additional cleaning costs.

- 108. Centrally Controlled Items** **£0.147m saving**
109. Capital Financing £65,000 saving
110. Towards the end of the financial year, the Bank of England's base rate began to rise which led to a slightly larger income earned in interest than was anticipated. The interest on our debt remains fairly constant due to the long-term nature of our borrowing with the average rate 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.
111. Pooled Buildings and Insurances £82,000 saving
112. The outturn for these services combined is a £82,000 saving. This includes a £0.115m overspend on insurance offset by a £0.219m saving on Pooled Buildings. Work has slipped into early 2022/23 including work on Shire Hall, audio-visual upgrades in County Buildings and modifications to SP1 and the funding for this has been transferred to reserves.
113. The saving position also includes £0.350m of additional one-off income received in year which is largely from the Kingston Centre being used as a Covid vaccination centre. There are also significant savings on the utilities, rents and rates budget in year due to a number of properties being vacant due to the pandemic, some properties being sold in year and historic annual increases to the energy budgets. The utilities, rents and rates budgets will be reviewed in detail during 2022/23.
- 114. Capital Outturn**
115. Appendix 3 compares the final outturn for capital expenditure (£103.4m) to the forecast position at quarter 4 (£112.7m). In addition, the appendix also details how the Capital Programme has been financed. This includes the use of £14.5m of borrowing for 2021/22.
116. The other key reasons for the change in the Capital Programme are set out in the following paragraphs:
- 117. Health & Care** **Spend £0.968m**
118. The final position is £0.968m which is a decrease of £0.171m from the quarter 4 position. This change is due to underspends on minor budgets including Health and Safety, Feasibility and other works of £35,000, an increase spend on Learning Disability Services of £71,000 and rephasing into 2022/23 of Hawthorne House refurbishment of £27,000, Care Director upgrade of

£16,000. There has also been the deferral of Dementia Centre of Excellence until further work understanding demand post pandemic of £0.197m.

119. Families & Communities Spend £29.328m

120. *Vulnerable Children Spend £0.171m*

121. There has been a decrease of £60,000 since the quarter 4 report due to the rephasing of the In-House Residential Pilot project into 2022/23.

122. *Maintained Schools Spend £28.517m*

123. There has been a decrease of £1.133m since the quarter 4 report. This is due to slippage against a number of schemes of £1.571m offset by advance spend of £3m including £2m for Fradley Park and £0.7m for Parks Farm new schools.

124. There has been further rephasing of SEND funding into 2022/23 of £2.201m. There have been other rephasing's of budgets for Greenways, Rural Grant and Stafford History Centre totalling £0.301m.

125. Economy, Infrastructure & Skills Spend £69.336m

126. *Highways Schemes Spend £61.760m*

127. There has been a reduction of £0.836m since the quarter 4 report. There have been refinements and rephasing of the Staffordshire Western Access Route project as it nears completion of £0.933m, this has been offset by refinements on the Lichfield Southern Bypass of £78,000.

128. There has been additional spend on Bridges of £0.143m and Carriageways and Other Maintenance of £1.6m, offset by savings on Traffic Signals of £0.346m and rephasing of Integrated Transport budgets of £1.073m into 2022/23.

129. *Economic Planning & Future Prosperity Spend £6.979m*

130. There has been a decrease of £0.603m since the quarter 4 report, this is due to rephasing of contingency budgets of £0.196m into 2022/23, slippage on i54 Western Extension of £84,000, and rephasing of spend on various projects including Forward Programme, i54 Employment, Eastgate Street Development totalling £0.307m.

131. Corporate Services **Spend £3.723m**

132. *Finance, Resources & ICT* *Spend £30,000*

133. There has been a reduction of £0.302m since the quarter 4 report due to slippage of £38,000 on the Web Gateway project, additional spend of £64,000 on the Data Centre Network Refresh, and slippage on Computer Refresh of £0.201m.

134. *Property* *Spend £3.177m*

135. The final outturn reflects a reduction compared to the planned programme, mainly due to accruals for Castle House of £0.639m, Repairs and Maintenance costs not charged to property of £1m, the rephasing of district property rationalisation of £0.779m, Greenwood House rephasing into 2022/23 of £1.235m and Shire Hall Regeneration rephasing of £1.150m.

136. Financial Health & Prudential Indicators

137. **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.

138. **Appendix 4** provides an outturn performance against the key Financial Health Indicators approved as part of the 2021/22 budget setting process.

139. The level of outstanding sundry debt over 6 months old at 31st March 2022 is £19.656m, this exceeds the target of £14.7m by £6.245m. This is a decrease of £2.415m 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.

140. There are 24 organisations which each owe in excess of £0.1m that is over 6 months old, totalling £5.556m. The top ten largest debtors are four CCG's (£1.296m), three Local Authorities (£1.378m), two commercial organisations (£0.712m) and a central government department (£0.211m). In addition to these 24 bodies there are a further 45 who have outstanding balances over 6 months old between £50,000 and £0.1m totalling £3m. The Debt Recovery team are proactively chasing payment of these large debts.

List of Appendices

- Appendix 1 – Corporate Checklist
- Appendix 2 – Revenue Final Outturn 2021/22
- Appendix 3 – Capital Final Outturn 2021/22
- Appendix 4 – Financial Health Indicators 2021/22
- Appendix 5 – Prudential Indicators 2021/22

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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2021/22 Final Outturn

	Final	Final	Final	Normal	Final
	Estimate	Outturn	Covid Impact	Service Variation	Variation
	£m	£m	£m	£m	£m
Health and Care					
Public Health & Prevention	0.000	32.664	0.000	32.664	32.664
Public Health Ringfenced Grant	0.000	(32.664)	0.000	(32.664)	(32.664)
Adult Social Care & Safeguarding	41.384	39.812	0.000	(1.572)	(1.572)
Care Commissioning	199.106	199.373	0.828	0.267	1.095
Sub-total	240.490	239.185	0.828	(1.305)	(0.477)
Families and Communities					
Children's Services	118.696	120.159	7.021	1.463	8.484
Children's Public Health	0.000	10.106	0.000	10.106	10.106
Public Health Ringfenced Grant	0.000	(10.106)	0.000	(10.106)	(10.106)
Education Services	30.709	31.072	1.018	0.363	1.381
Culture and Communities	5.512	5.433	0.000	(0.079)	(0.079)
Rural	1.139	0.988	0.360	(0.151)	0.209
Community Safety	5.008	4.737	0.014	(0.271)	(0.257)
Sub-total	161.064	162.389	8.413	1.325	9.738
Economy, Infrastructure and Skills					
Business & Enterprise	2.247	1.898	0.000	(0.349)	(0.349)
Infrastructure & Highways	26.516	26.711	0.287	0.195	0.482
Transport, Connectivity & Waste	38.639	38.006	0.586	(0.633)	(0.047)
Skills	1.021	0.945	0.012	(0.076)	(0.064)
EI&S Business Support	1.100	1.181	0.059	0.081	0.140
Sub-total	69.523	68.741	0.944	(0.782)	0.162
Corporate Services	34.691	34.072	0.491	(0.619)	(0.128)
Trading Services	(0.761)	(0.761)	0.000	0.000	0.000
Total Portfolio Budgets	505.007	503.626	10.676	(1.381)	9.295
Centrally Controlled Items					
Interest on Balances & Debt Charges	33.709	33.644		(0.065)	(0.065)
Pooled Buildings and Insurances	21.454	21.372		(0.082)	(0.082)
Investment Fund	0.798	0.798		0.000	0.000
Transformational Spend	0.000	(5.131)		(5.131)	(5.131)
Use of one-off resources	0.000	5.131		5.131	5.131
Contingency	2.456	0.000		(2.456)	(2.456)
Local Services Support Grant	0.000	0.000		0.000	0.000
Covid-19 Funding	0.000	0.000	(10.676)	0.000	(10.676)
Total Centrally Controlled	58.417	55.814	(10.676)	(2.603)	(13.279)
Grand Total	563.424	559.440	0.000	(3.984)	(3.984)

Final Capital Programme 2021/22

	Quarter 4 Forecast £m	Enhancements to Programme £m	Final Outturn £m
Health & Care			
Care and Independence	1.139	(0.171)	0.968
<i>Sub Total</i>	<i>1.139</i>	<i>(0.171)</i>	<i>0.968</i>
Families & Communities			
Maintained Schools	29.289	(0.772)	28.517
Academy Conversion Residual	0.000	0.000	0.000
Other non Schools	0.000	0.000	0.000
Vulnerable Children's Projects	0.231	(0.060)	0.171
Rural County (Countryside)	0.583	(0.058)	0.525
Tourism and Culture	0.358	(0.243)	0.115
<i>Sub Total</i>	<i>30.461</i>	<i>(1.133)</i>	<i>29.328</i>
Economy, Infrastructure & Skills			
Economic Planning & Future Prosperity	7.562	(0.583)	6.979
Highways Schemes	62.596	(0.836)	61.760
Connectivity	0.680	(0.177)	0.503
Waste & Sustainability Projects	0.272	(0.178)	0.094
<i>Sub Total</i>	<i>71.110</i>	<i>(1.774)</i>	<i>69.336</i>
<i>Trading Services - County Fleet Care</i>	<i>0.510</i>	<i>0.006</i>	<i>0.516</i>
<i>Property</i>	<i>9.172</i>	<i>(5.995)</i>	<i>3.177</i>
<i>Corporate Leased Equipment</i>	<i>0.000</i>	<i>0.000</i>	<i>0.000</i>
<i>Finance, Resources & ICT</i>	<i>0.332</i>	<i>(0.302)</i>	<i>0.030</i>
Total Capital Programme	112.724	(9.369)	103.355
Asset Renewal			0.738
Capitalised Repairs and Maintenance			0.000
Transformational spend			5.131
Amount to be Financed after Capitalisation			109.224
Financed by:			
Borrowing			14.461
Government Grants			52.353
Capital Receipts			14.520
Reserve Contributions			0.415
S.106/ Voluntary contributions			27.475
			109.224

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 – 8.5%, above 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 – £19.7m, 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 – 0.82, 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 – 97.7%, 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 although the audit is not yet completed.</i>		
 Indicator not met	 Indicator not met by small margin	 Indicator met

Prudential Indicators 2021/22

Indicator	Target 2021/22	Outturn 2021/22	Comments
A. Indicators for Affordability, Prudence and Capital Expenditure			
<p>1. Ratio of Financing Costs to Net Revenue Stream</p> <p><i>This shows the capital financing costs (interest charges/receipts and repayment of loans) as a proportion of government grant (revenue) and Council Tax.</i></p> <p><i>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></p>	7.5%	8.0%	The indicator has a slight increase due to a small increase in Financing costs in respect of the budget overall.
<p>3. Estimates of Capital Expenditure</p> <p><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></p>	£109m	£109.2m	Movements in Capital Expenditure have been reported through the year, the final investment is very similar to the estimate.
<p>4. Capital Financing Requirement</p> <p><i>This indicator effectively shows the level of the County Council's underlying need to borrow for capital purposes.</i></p>	£580.1m	£562.9m	The outturn is reduced due to a decrease in borrowing compared with the estimate in 2021/22.

Cabinet Meeting on Wednesday 15 June 2022

Corporate Delivery Plan 2022/23



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

“Hundreds of thousands of residents’ lives are affected by the work of this council: from pre-school children and retired people to families with children at school and college, from those in need of care and support to those wanting to retrain for a more skilled job.

As well as commissioning millions of pounds’ worth of services to support our residents, our continuing investment in training, education and the provision of physical and digital infrastructure keeps Staffordshire working and moving.

Although there are sudden events which require flexibility and adaptability, long-term planning is essential to deliver multi-year strategies and this document details how we will work, individually and in partnership with other local authorities and the NHS, to improve life for Staffordshire residents.”

Report Summary:

This report provides Cabinet with an update on developing the Corporate Delivery Plan 2022-23. It provides a summary of the key elements contained within the Corporate Delivery Plan.

Recommendations

I recommend that Cabinet:

- a. Note the progress made in developing the Corporate Delivery Plan for 2022/23
- b. Approve the council’s Corporate Delivery Plan for 2022/23

Local Members Interest
N/A

Cabinet – Wednesday 15 June 2022

Corporate Delivery Plan 2022/23

Recommendations of the Cabinet Member for Finance and Resources

I recommend that Cabinet:

- a. Note the progress made in developing the Corporate Delivery Plan for 2022/23
- b. Approve the council's Corporate Delivery Plan for 2022/23

Report of the Director for Corporate Services

Background

1. Staffordshire County Council's Strategic Plan 2022-26 sets out what the council will be doing over the next four years to make Staffordshire a stronger and more vibrant place for people to live, work, visit and invest in. It details what we want to achieve and our direction of travel for the next four years and beyond, which is both ambitious for Staffordshire and its people but also realistic about the challenges ahead.
2. This document, our annual Corporate Delivery Plan for 2022/23, translates this strategy into action, setting out the key priorities, and deliverables for the county council over the next 12 months. The plan includes clear measures and articulates what success looks like across these priorities.
3. The Plan will be closely monitored by Cabinet, the Senior Leadership Team and the Corporate Overview and Scrutiny Committee alongside our Medium-Term Financial Strategy as part of the Integrated Performance Report, to make sure the organisation is performing and achieving what we have set out to achieve.
4. While the Delivery Plan identifies a number of priorities, it does not aim to capture the enormous range of work going on across the council every day, which impacts and benefits the people, communities and businesses of Staffordshire. Underneath the Delivery Plan, each area of the county council will have annual team or service plans that detail work in that specific area.

Corporate Delivery Plan 2022/23

5. The Corporate Delivery Plan 2022/23 outlines the key priorities across the four directorates which will contribute to delivering against the Strategic Plan 2022-26. The Plan is attached as Appendix 1. A selection of priorities from each directorate include:

Families and Communities

- a. Embed the Children's Transformation, including the District Model, a culture of intelligence-based decision making and development of sufficient provision for children needing care.
- b. Deliver the Special Educational Needs and Disability (SEND) Strategy Delivery Plan, including the Accelerated Progress Plan, to help improve the lives of children & young people with SEND.
- c. Support the resettlement of refugees, including those affected by the Ukraine crisis, to achieve a great start to living, learning and working in Staffordshire.
- d. Deliver the Education and Skills Strategy, supported by strengthened governance and oversight, to improve educational outcomes and access to high quality education for young people.

Health and Care

- a. Develop pathways for care by streamlining systems and processes, to help improve outcomes for clients and carers, including the implementation of Adult Social Reform.
- b. Work with partners to develop a future social care workforce strategy, including a review of skills and career pathways, to help create a resilient care sector in Staffordshire.
- c. Continue to take a multi-agency approach to Staffordshire's Supportive Communities programme, promoting independence and community support.
- d. Develop an approach to considering health in all decision making (health in all policies), including working with partners to help people reach and sustain a healthy weight.

Economy, Infrastructure and Skills

- a. Enable the sustainable development, improvement, and management of Staffordshire's built environment, including work to progress the Highways Transformation Strategy and Programme, fulfil statutory duties regarding HS2 and continue with the delivery of a 'road to net zero' carbon emissions plan.
- b. Work with partners to regenerate Staffordshire's town centres.

- c. Progress design and delivery of the Digital Infrastructure Programme, including accelerated delivery of full fibre and 5G, contributing to economic growth.
- d. Develop Staffordshire's connectivity strategy, including key elements of transport delivery, such as work to implement a Bus Service Improvement Plan to improve bus travel and the provision of home to school transport for entitled children.

Corporate Services

- a. Deliver the council's Digital Strategy & Plan for 2022/23, making the most of digital opportunities and improving digital inclusion.
 - b. Ongoing delivery of the Capital Receipts Programme, which involves disposal of surplus assets amounting to c.£8m net income during 2022/23, through the sale of unused land and buildings.
 - c. Establish a Staffordshire Leaders Board to continue to improve joint working between the county council, district, and borough councils, and agree a work programme to deliver on initial priorities, as part of enhanced two tier and third tier partnership working.
 - d. Develop a new Communities Delivery Plan for 2022/23, including work to commission and implement a Voluntary, Community and Social Enterprise (VCSE) Capacity Building Framework, to help embed communities as a way of working across the organisation.
6. It is expected that the Corporate Delivery Plan will evolve and change throughout the year to reflect the ever-changing environment and context that local government operates in. Some priorities are expected to be completed and closed within the year, whilst others may continue to be delivered into next years Corporate Delivery Plan. All changes will be reflected and agreed via the Integrated Performance process.
7. A draft of the Corporate Delivery Plan 2022/23 was considered by the Corporate Overview and Scrutiny Committee on 10 May 2022 for pre-Cabinet scrutiny. The Delivery Plan has been refined to reflect the points raised by the Committee. The Committee also agreed that the Delivery Plan will be used by the Chairman and Vice-Chairman of the Overview and Scrutiny Committees to inform Work Programme planning for 2022/23.

Integrated Performance Process

8. Progress against the Corporate Delivery Plan and the Medium-Term Financial Strategy are monitored via the Integrated Performance process. On a quarterly basis, Cabinet, Corporate Overview and Scrutiny Committee and the Senior Leadership Team review and

monitor progress against the Plan via the Quarterly Integrated Performance Report.

Conclusion

9. The Corporate Delivery Plan 2022/23 translates the Strategic Plan into a clear set of deliverables, measures, and targets for the next 12 months. Progress will be monitored and reviewed on a quarterly basis via the Integrated Performance process.

Legal Implications

10. There are no specific legal implications for the Corporate Delivery Plan as a whole. However, there may be individual legal implications for some of the priorities outlined in the Corporate Delivery Plan. Any commissioning work or changes to services will follow the standard legal requirements of our commissioning, procurement, and property management processes.

Community Impact Assessment

11. Community Impact Assessments (CIA) will be developed and reviewed as appropriate, for individual priorities outlined in the Corporate Delivery Plan.

Climate Change Implications

12. One of the key principles in the Staffordshire County Council Strategic Plan is to consider climate change in all that we do. Climate change Implications will be developed and reviewed as appropriate, for individual priorities outlined in the Corporate Delivery Plan.

Resource and Value for Money Implications

13. The Corporate Delivery Plan has been developed in conjunction with the Medium-Term Financial Strategy (MTFS) 2022-26. Progress will be monitored and reviewed on a quarterly basis via the Integrated Performance process.

List of Background Documents/Appendices:

Appendix 1 – Corporate Delivery Plan 2022/23

Contact Details

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Families and Communities

Priority	We will....	Summary	What success will look like in 2022/23	How we will measure success? (KPI)	Cabinet Lead	SLT Lead	WLT Lead
Embedding the Children's Transformation	Develop sufficient provision in Staffordshire, so that where possible children in our care have access to local places to stay that are affordable.	Development of a sufficient strategy for children needing care so that we have access to suitable internal and external provision.	Work with in house and external providers to secure a vibrant market for children in our care so that children have access to local high quality provision that is affordable.	Sufficiency Strategy in place by April 2023 85% Occupancy of internal homes Decrease in the number of children placed in residential provision	Mark Sutton	Helen Riley	Natasha Moody/Nisha Gupta
	Embed a culture of intelligence-based, proactive decision making and learning across Children's Services.	Continue to grow and develop Power BI, Learning Hub, Policies and Processes to be embedded as part of all we do.	Decisions made on intelligence. Front line workers use intelligence to inform decision making. Q&A practices part of all we do. Right policies and framework in place to allow success.	Increase in use of Power BI across the service - target 70% Auditing Compliance increased from 50% > 70% Observations of practice increased from 40% > 70%	Mark Sutton	Helen Riley	Jenny Herbert
	Embed the Children and Families District Model across Staffordshire.	The intervention supports a whole system change to a local authority's child protection approach for children up to adolescence, focusing on supporting the needs of children and adults in order that children can safely remain within their families. Professionals working across CSC will be aware of and make use of the District Model so that families will have access to the right help and support from the right people to affect change and enable them to live independently.	Children and Families District Model designed and defined for use in Staffordshire. Model communicated and socialised with the wider workforce. Children and Families District Model is well accessed and evidences impact.	80% of audits (across each of the district functions) show compliance with practice standards is good or outstanding Increase in the number of children with an Early Help plan that progresses to Earliest Help or no longer requires support Increase in the number of children with a child protection plan that progress to Early Help or child in need planning Reduction in child social work assessments that lead to no further action	Mark Sutton	Helen Riley	Nisha Gupta
Corporate Parenting Strategy	Delivery and embed a revised Corporate Parenting Strategy.	Review & revise the Corporate Parenting Strategy to help raise awareness and understanding of the corporate parent role. This will include a refresh of induction training for all colleagues and councillors, as well as influencing partners to see themselves as corporate parents.	All staff and councillors aware that they are corporate parents. Every service considers their contribution to the corporate parent role. An increasing number of care experienced young people are employed by SCC, completed work experience or have benefited from a mentor.	% completion of induction training Uptake of mentoring scheme (mentee & mentor) Number of apprentices with care experience (NB: Appropriate targets will be defined and agreed with key stakeholder, as part of the Strategy creation)	Mark Sutton	Helen Riley	Nisha Gupta
Access to Early Help and Support	Work in partnership to improve our 'Local Offer' for 0-25 year olds.	Children's Services have a statutory duty to implement a local offer. We are seeking to improve the accessibility and quality of this Local Offer for 0-25 year olds (including Care Leavers).	We will have a shared vision for the Local Offer and a clear plan to continue to develop this platform, utilising it to increase resilience and independence.	10% increase in the number of people accessing the Local Offer Improved search functionality Improved feedback on the local offer	Mark Sutton	Helen Riley	Natasha Moody
Children's Public Health	Improve children and families health and wellbeing.	Working in collaboration with partners we will look to work together to tackle several key priorities including Mental Health, Obesity and Infant Mortality.	Partners will co-produce approaches to reduce obesity and infant mortality and poor mental health across Staffordshire.	Reduce the % of C&YP (reception year & Year 6) that are overweight or obese Reduce the infant mortality rate (rate per 1,000 live births)	Mark Sutton & Paul Northcott	Helen Riley	Natasha Moody
Early Help	Improve access to early help by developing the Family Hub model.	Family Hubs are a national manifesto pledge to improve access to and outcome for families who need Early Help. We will look to develop a model within Staffordshire to provide a one stop shop for family support.	Co-produce and design the development of a Family Hub Model for Staffordshire. Gain political approval to implement the model. Work with partners and parents to facilitate better access to help and support in a local area.	Family Hub Model endorsed by Cabinet August 2022 % of people who participate in the consultation on the Family Hub Model % access to Family Hubs by April 2023	Mark Sutton	Helen Riley	Natasha Moody
	Deliver the Supporting Families programme to maintain Earned Autonomy status.	Supporting Families is a national programme. We will continue to strive to exceed targets to benefit from £2 million investment annually for Staffordshire's families.	Families in Staffordshire are supported Early and successfully achieve outcomes.	Number of Families achieving successful outcomes having accessed Early Help % of families achieving outcomes as a proportion of the annual target set by DLUCH	Mark Sutton	Helen Riley	Natasha Moody

Priority	We will....	Summary	What success will look like in 2022/23	How we will measure success? (KPI)	Cabinet Lead	SLT Lead	WLT Lead
Partnerships in F&C	Improve the partnership arrangements across Staffordshire so that there is clear accountability and responsibility for our priorities.	Develop a partnership protocol that provides a clear understanding of the partnerships across F&C and their connectivity, as well as a regular dialogue about priorities and partnership action needed.	Implement an endorsed partnership protocol with regular dialogues across the chairs of the boards. Establish and agree shared ways of working.	Partnership Protocol Approved by HWBB, SSCB and Community Safety Board Improved Communication between strategic board chairs.	Mark Sutton & Paul Northcott	Helen Riley	Natasha Moody
Early Years	Review the Early Years Offer that enables a comprehensive Best Start Pathway to be put in place.	The first 1001 days is critical, we will assess the maturity of our offer and define a Best Start Pathway for Staffordshire's families.	Design and implement a Best Start Pathway. Model is accessed by families via the Family Hubs. Best Start Pathway endorsed, published online and accessed by families in Staffordshire.	Best Start pathway mapped Proposed delivery model and plan endorsed by cabinet	Mark Sutton	Helen Riley	Natasha Moody
Resettlements	Support the resettlement of children and families, ensuring we prioritise and make good progress with the resettlement activity of Afghan Relocation, Unaccompanied Asylum Seeking Children and Ukrainian Refugees.	Delivery of resettlement schemes including: ARAP, ACRS, Homes for Ukraine, UKRS and Community Sponsorship to resettle people locally and secure wrap around support is in place to achieve a great start to living and working in Staffordshire.	Resettle those located in the Bridging Accommodation in Holiday Inn. Deliver the commitment for ARAP/ACRS. Resettle Ukrainians displaced by war via 'Homes for Ukraine'.	Number of people resettled permanently from the bridging accommodation. % and Number of successful sponsorship matches Resettle 25 ARAP families in Staffordshire houses.	Victoria Wilson	Helen Riley	Natasha Moody
SEND Improvement	Deliver the SEND Strategy Delivery Plan, including delivery of the Accelerated Progress Plan.	Deliver the outcomes identified in the SEND strategy, as well as other critical plans such as the APP. The strategy will be the umbrella for a range of activities including improvement work, transformation and operations management. The strategy will be delivered in a co-produced manner with our partners.	Strategy is understood by all stakeholders and there is consensus that the outcomes will improve lives for children with SEND. Core elements of the strategy have clear plans in place and the initial deliverables start to be implemented. Surveys with Parents/Carers and Children/Young People undertaken. Surveys within Educational settings undertaken. Delivery plans in place for critical delivery elements such as programme plan, APP and operational plan.	Number of children with a EHCNA educated in a mainstream school has increased from current benchmark of 29.3% Number of children with a EHCNA in non-maintained and independent special schools is decreasing and below current benchmark of 8.5% Aim to achieve 100% of EHC Plans issued in time (rolling 12 month), however current target is to improve on current benchmark of 64% and exceed national average	Jonathan Price	Helen Riley	Tim Moss
	Respond to the SEND Review Green Paper ensuring outstanding actions will feed into the delivery and implementation of the SEND Strategy.	The government have proposed a SEND Review in the spring of 2022. The resulting Green Paper will form the basis of all of our pre-statutory and statutory work in the area of SEND.	Work with all stakeholders in response to any consultation opportunities and that the voice of Staffordshire is heard. Implement a clear and accessible communication strategy that makes children, families and education settings aware of the Green Paper and all the possible opportunities to influence the review. The Green Paper will be a standing item on all SEND strategic and operational meetings. Stakeholder events are run to share information and collate the Staffordshire response. The response will include the voice of professionals, children, young people, families and settings.	100% of EHCNAs will be quality assured against the new QA standards Children tell us they have a good quality EHC plan with aspirational holistic outcomes which they have co-produced, and can see how all partners/agencies work together to achieve a common goal	Jonathan Price	Helen Riley	Tim Moss
	Develop, agree with partners and start to implement actions related to the Deficit Management Plan.	The Department for Education has recommended that LAs with DSG deficits should develop a DSG Deficit Management Plan. The DSG deficit has arisen due to the increased pressure on High Needs Block funding and specialist support.	Deficit management plan is agreed and approved by schools forum and actions agreed to be completed in 2022/2023 are implemented. DSG deficit management plan is a standing item on schools forum. High Needs Block status is reported as part of performance. Actions within the deficit management plan are delivered.	Deficit Management Plan agreed by July 2022 Delivery of the Deficit Management Plan has commenced from August 2022 onwards	Jonathan Price	Helen Riley	Tim Moss

Priority	We will....	Summary	What success will look like in 2022/23	How we will measure success? (KPI)	Cabinet Lead	SLT Lead	WLT Lead
	Review of Home to School SEND Transport policy.	Review Staffordshire's Home to School SEND Transport policy, ensuring current practice meets the statutory requirement of keeping children attending schools within their localities whilst reducing single occupancy taxi journeys where appropriate.	Successfully transporting entitled children with SEND to school in a way that meets need and provides value for money.	Overall reduction in the number of single taxi occupancy journeys, with numbers lower than current occupancy of 393	Jonathan Price	Helen Riley	Tim Moss
Education	Re-establish the Education and Skills Partnership Group to improve educational outcomes and access to high quality education for young people in Staffordshire.	Working with the Education and Skills Partnership Group to deliver the priorities set out in the Education and Skills Strategy and strengthening governance arrangements that support effective oversight and delivery of the Strategy.	Delivery of a refocused Education and Skills Strategy, supported by strengthened partnership governance. Priority Action Plans agreed and delivery commenced.	Reconvene the Education and Skills Partnership Group by July/August 2022 Strengthened governance arrangement in place by Oct 22 Delivery of our responsibilities within the White Paper has commenced from Oct 22	Jonathan Price and Philip White	Helen Riley	Tim Moss
Staffordshire Response to National White Papers	Review and respond to national guidance, including the expected release of future White Papers, ensuring priorities for Staffordshire are reflected and delivered as part of existing or new programmes of work.	In response to priorities set out in newly released Government White Papers, work will take place to review national guidance, understand any implications for Staffordshire and develop existing governance arrangements, work programmes and supporting action plans to support the delivery of these priorities.	Timetable of Government White Papers is understood and monitored. Implications of White Papers understood for Staffordshire, with an agreed local response. Priorities for action are being taken forward as part of new or existing programmes of work.	Review of Education White Paper by April 2022 Response to the Education White paper and supporting Action Plans in place by September 2022	Mark Sutton & Jonathan Price	Helen Riley	Tim Moss/Natasha Moody
Sustainable and vibrant library offer	Renegotiate 5 further Community Managed Library (CML) contracts and leases and secure a suitable location to deliver the library offer at Great Wyrley.	The Library Service will work with Legal Services and Strategic Property to encourage continued community delivery of the library offer within Great Wyrley, Knutton, Loggerheads, Wilnecote and Brereton communities.	5 CML contracts and leases renegotiated and sealed to promote a thriving and sustainable library offer within Great Wyrley, Knutton, Loggerheads, Wilnecote and Brereton communities. Agreed with partners a suitable location for Great Wyrley Library.	Contracts renegotiated by: •Great Wyrley - 6 September 2022 •Knutton - 10 October 2022 •Loggerheads - 10 October 2022 •Wilnecote - 27 March 2023 •Brereton - 3 April 2023 Agreement on a suitable location for Great Wyrley Library by December 2022	Victoria Wilson	Helen Riley	Catherine Mann
	Progress library engagement as part of the Town Centre Deals and future Levelling Up proposals.	Working with EI&S colleagues, the Strategic Delivery Managers, Comms, Strategic Property and relevant partners, the Library Service will engage and listen to our communities to explore how we can improve the library offer within town centres. A lessons learned exercise to inform the governance and development of any future proposals that support the levelling up agenda.	Town Deal Funding secured and corporate investment agreed to refurbish/reconfigure library buildings within communities in receipt of external funding. A blended programme of physical and virtual events/activities that supports economic growth and re-engagement with the library offer so that libraries are effective community help points and well used community assets.	Outcome of Town Deal Funding announced by June 2022 Lessons learned exercise completed by July 2022 MTFS Strategic Property board agreement to progress library reconfiguration proposals and timeline by September 2022 KPIs refined once decisions above have been agreed by September 2022	Victoria Wilson	Helen Riley	Catherine Mann
	Develop and deliver the Summer Reading Challenge 2022.	The delivery of the annual Summer Reading Challenge is a key element of offering every Staffordshire child the best start in life.	Increased engagement with the hybrid offer. Engage with all HAF providers to promote the SRC and support HAF activities to increase engagement within targeted communities.	Completers - 60% of children starting the challenge to complete it HAF - work with a minimum of 2 providers in targeted areas to deliver the Summer Reading Challenge	Victoria Wilson	Helen Riley	Catherine Mann
Placing heritage at the heart of the community	Deliver the Staffordshire History Centre Project.	Work continues to deliver the Staffordshire History Centre project, aimed at improving how we care for our historic collections and heritage building. It will also deliver a first class visitor experience in person and online. Working with partners and communities it will enable people to develop new skills, confidence and improved wellbeing through volunteering and participation.	Successful appointment of a construction contractor with delivery of works progressing to timescale and on budget. Phase one of the website completed. Recruitment of volunteers and placements.	Contract delivered within budget 50,000 online visitor sessions 50 volunteers/placements	Victoria Wilson	Helen Riley	Catherine Mann

Priority	We will....	Summary	What success will look like in 2022/23	How we will measure success? (KPI)	Cabinet Lead	SLT Lead	WLT Lead
Future of the Countryside Estate	Reset and commence implementation of our revised approach for the countryside estate.	Work will include the development of an investment programme for key countryside sites, as well as launching a new volunteer offer, as part of the future direction for Staffordshire's countryside estate.	New Volunteer offer launched for sites and rights of way. Completion of feasibility work for Chasewater Country Park south shore. Investment plan developed and delivery commenced. External funding secured and income generated.	Delivery of 95% of planning responses within deadline Increase volunteer hours to 10,000, equating to £200,000 contribution to site management £75,000 estimated cost recovery for 22/23	Victoria Wilson	Helen Riley	Catherine Mann
Trading Standards	Support businesses and the council through safeguarding and compliance advice. Continue to take enforcement actions against doorstep criminals to protect the vulnerable people in Staffordshire.	Provide advice, guidance and business support that enables business compliance with the law. Also take proportionate actions with those flouting the law so they are either brought to compliance or prosecuted. Work will be focussed on dealing with those traders who cause most detriment to the vulnerable.	Trading Standards statutory responsibilities continue to be met. Where appropriate proportionate enforcement actions lead to business compliance or successful prosecutions. Effective advice and use of enforcement actions results in curtailed doorstep criminal activities to help safeguard vulnerable residents. The Service will be high profile and have a positive impact on Council's reputation.	95% of requests for advice serviced or completed £0.25m Value of detriment (to consumers) prevented by service actions 15% of SCC positive media coverage achieved by Trading Standards	Victoria Wilson	Helen Riley	Catherine Mann
Coroners Service	Establish a new Joint Coroners Service.	Proposal to merge Staffordshire South Coroners jurisdiction with Stoke on Trent and Staffordshire North jurisdiction.	Approval from both Authorities to make the request of Chief Coroner and Ministry of Justice to merge jurisdictions. Primary Legislation amended. Single Coroners service covering all of Staffordshire and Stoke on Trent. Legal Framework produced, agreed and the formation of a Joint Executive Committee governance structure is in place.	New Joint Service in place (NB: Date TBC by the legislative process and Chief Coroner's Office)	Victoria Wilson	Helen Riley	Catherine Mann
Community Safety	Develop and recommission the new Domestic abuse contract and implementation of the Act (including delivery of the Safe Accommodation element).	SCC contributes to a jointly commissioned Domestic Abuse service, with commissioning activity being progressed for the new service to take effect from Oct 23. The Safe Accommodation Duty as part of the new Domestic Abuse Bill puts responsibility on County Councils for provision of safe accommodation. Work will also be progressed to enable commissioning of services with effect from 1 April 23.	Commissioning activity progressed in line with timescales to achieve a recommissioned domestic abuse service for Oct 23. Successful support and appropriate funding provided through existing arrangements to allow for the continuation of service until the new service is in place. SCC will have met its statutory requirement in the provision of support for domestic abuse victims and their families within safe accommodation.	Approval of approach via the democratic process by September 2022 Successful joint working with the PFCC and Stoke City Council to finalise the specification for the provision of Domestic Abuse support by March 2023 Procurement exercise to secure safer accommodation support for 1st April 2023	Victoria Wilson	Helen Riley	Catherine Mann

Health and Care

Priority	We will....	Summary	What success will look like in 2022/23	How we will measure success? (KPI)	Cabinet Lead	SLT Lead	WLT Lead
Health in all Policies	Work with partners through Better Health Staffordshire to help people reach and sustain a healthy weight; work with businesses to promote health in the workplace; and continue to roll out Warmer and Greener homes.	There is an increasing interest in Staffordshire in working together to improve health by influencing its determinants of health. This recognises that many of the determinants of health are outside the direct control of the county council and require a range of partners to work together.	Partners engaged and actively considering their role in improving health. Warmer and Greener homes completing more adaptations.	Number of Warmer and Greener homes adaptations completed.	Paul Northcott	Richard Harling	Claire Mclver
		Better Health Staffordshire working with partners to reduce obesity.	Partners engaged and making tangible commitments to reduce obesity .				
Supportive Communities	Continue to develop the assets available in our communities and that the public and professionals know how to access them.	Multiagency approach to helping people who need support working with the voluntary sector and NHS to develop and map the assets available in communities and signpost to them through local services and a single online portal.	Good understanding of the assets available and development of a single online portal that the public and professionals from all agencies can use.	Number of people who have accessed resources promoting independent living and community support	Paul Northcott	Richard Harling	Claire Mclver
Pathway Development	We will streamline processes where possible, keep documentation proportionate, and optimise outcomes. We will introduce a customer feedback system to capture the experience of clients and carers. We will implement the 'Care Cap' and revised capital thresholds.	Strengths based practice focuses on what matters to people, what they can do for themselves, and how their abilities can be complemented by help from family, friends, neighbours and technologies to achieve their goals.	Adult social care teams understand and have adopted the strength based vision and principles. Practitioner peer reviews implemented. Documentation and processes are proportionate and as streamlined as possible. Real time performance management dashboards and customer feedback systems operational. MTFS savings achieved.	% of Care Act assessments completed within 28 days. % safeguarding referrals assessed within 2 working days	Julia Jessel	Richard Harling	Jo Cowcher
		Funding Reforms will implement the £86k lifetime cap on care costs and the higher capital asset thresholds by October 2023.	Legislation and guidance understood. Additional demand and costs modelled. Systems and processes designed and plans in place for implementation. Training for staff prepared. Communications for public prepared.	% of financial assessments completed within 28 days	Julia Jessel	Richard Harling	Jo Cowcher
		Liberty Protection Safeguards will implement the new legislation .	Legislation and guidance understood. Systems and processes redesigned to meet these requirements. Additional resources in place. Staff trained. Deprivation of Liberty Safeguards backlog reduced in preparation.	Reduction in DoLs backlog.	Julia Jessel	Richard Harling	Jo Cowcher
		Preparing for Adulthood will review and implement appropriate arrangements to support children with disabilities and their families as they approach adulthood.	Current arrangements reviewed with partners and strengths and limitations understood. Plan in place to implement necessary changes to culture, systems and processes.	TBD - Measures / KPIs to be developed as work commences.	Julia Jessel	Richard Harling	Jo Cowcher
Reviews	Complete annual reviews for people in receipt of Council funded care and promote their independence.	Annual reviews are important to keep people safe and well and that their care remains appropriate.	80% reviews completed. MTFS savings achieved.	% of reviews completed in last 12 months.	Julia Jessel	Richard Harling	Jo Cowcher
Market shaping strategy	Produce a market shaping strategy accompanied by market position statements for each sector, and determine a Fair Cost of Care for all services.	We need to be able to access good quality, affordable and sustainable care services available when people need them. This programme will help care providers understand the care that people will need over the medium to long term, and a fair price that the Council is willing to pay.	Market shaping strategy, market position statements and Fair Cost of Care published.	Overall % care sourced within timescales. Overall % care providers rated 'outstanding' or 'good' by CQC.	Julia Jessel	Richard Harling	Andrew Jepps
Future care workforce	Review skills and career pathways in care and develop a care workforce strategy. Continue recruitment initiatives, develop a reservist model to offer emergency staffing care providers if necessary, and develop an enhanced home care service to offer additional capacity.	The care market is critically dependent on our workforce. We need the right people, with the right knowledge and skills, who feel valued and supported to provide services to a high standard.	Care workforce strategy published. Care providers able to recruit sufficient staff to sustain services. Reservist model ready for deployment if necessary. Enhanced home care service operational.		Julia Jessel	Richard Harling	Andrew Jepps
Care and housing	Develop a care and housing strategy. Work with District and Borough Councils to review arrangements for providing services under the Disabled Facilities Grant. Explore a next generation of Extra Care schemes.	Good quality and properly adapted housing plays a key role in maintaining the health and independence of people who require care.	Care and housing strategy published. Future model for community equipment services determined.	TBD - Measures / KPIs to be developed as work commences.	Julia Jessel	Richard Harling	Andrew Jepps
Care in the home	Review reablement and hospital discharge to assess (Home First) and community equipment services. Pilot the use of monitoring technology (ARMED) to provide early alerts to problems. Explore an outcomes based model for commissioning home care.	The Council commissions a range of services in people's homes to help them regain and maintain independence and provide longer term support.	Home care services sustained. Future model for community equipment services determined. ARMED system piloted.	% home care sourced within timescales. % home care providers rated 'outstanding' or 'good' by CQC.	Julia Jessel	Richard Harling	Andrew Jepps
		Home First 2023 services to be sustained within budget from 2023.	Sustainable service model and funding agreed for Home First.	Number of hours Home First services provided compared to contract.	Julia Jessel	Richard Harling	Andrew Jepps

Priority	We will....	Summary	What success will look like in 2022/23	How we will measure success? (KPI)	Cabinet Lead	SLT Lead	WLT Lead
Accommodation Based Care	Complete implementation of the care home strategy, commission more block booked beds and explore the need for additional nursing home capacity. Change the way that people pay their contributions to the cost of care. Review and reduce the use of 1:1 care and review young adults placements to see if better care can be secured at lower cost. Review older people's respite.	The Council commissions residential and nursing homes for people who can no longer live safely in their own homes and has agreed a strategy to the sustainable supply of placements.	Care home strategy implemented. Use of block booked beds increased. Net to gross payment implemented without loss of income. MTFS savings achieved.	% residential and nursing care sourced within timescales. % residential and nursing care providers rated 'outstanding' or 'good' by CQC.	Julia Jessel	Richard Harling	Andrew Jepps
		Net to Gross. Net to Gross Payments of Care Homes will implement changes to the way people pay contributions to the cost of their care so that they pay the Council instead of the homes, as required by the Local Government Ombudsman.	System and process changes embedded enabling smooth transition from paying care homes net to paying care homes gross by 01 October 2022 and no loss of income for the Council. Effective communication with residents and care homes that make sure changes are understood.	100% of care home placements paid correctly under new arrangements. 100% of people charged correctly under new arrangements. 90% of people paying by direct debit.	Julia Jessel	Richard Harling	Andrew Jepps
Learning Disability and Autism Commissioning	Develop an all age disabilities strategy and a mental health strategy. Strengthen arrangements for co-production of care services. Recommission independent sector day opportunities and respite services. Explore an outcomes based model for commissioning Supported Living.	All Age Disability & Mental Health Strategy. The All Age Disabilities and Mental Health multiagency strategies will set out how the Council and our partners will improve mental health and well-being and provide services for those who need them.	All age disabilities strategy and mental health strategy published.	Strategies drafted and approved by 31st March 2023 Measures to be developed alongside strategy.	Julia Jessel	Richard Harling	Andrew Jepps
		The Council commissions a range of services for people with learning disabilities. It is important that these are good quality and value for money, and that the people who use them have an opportunity to influence the design and operation of services.	MTFS savings achieved.	Work with key stakeholders to agree a final version of what is required in the market moving forward - Q3 Revised Market Position Statement in place for Learning Disabilities and/or Autism - Q4	Julia Jessel	Richard Harling	Andrew Jepps
Learning disability in-house services review	Review services to improve quality and productivity including staff structure, estates and introduction of digital care management system and mobile devices.	The Council operates in-house services for people with learning disabilities.	Residential staffing restructure complete and services operating to high standard and within budget. Plans for future of all estates. Digital care management system operational.	% learning disability in house services rated 'outstanding' or 'good' by CQC.	Julia Jessel	Richard Harling	Kelly Gray
Integrated Care System	Establish 'place based' arrangements in line with the White Paper "Joining up care for people, places and populations". Establishment of the Integrated Care Partnership.	Development of shared outcomes at 'place level' and a joint plan to address these, supported by pooled funding, with a growing proportion of health and care activity and spend overseen by and funded through a 'place board'. A single person will be accountable for the delivery of the shared outcomes and plan for the 'place' and the pooled funding. Other work includes the development of integrated care records and joint workforce planning, training and career pathways.	Health and care outcomes for Staffordshire agreed. Joint Council and Integrated Care Board plan to address outcomes agreed. Better Care Fund approved. Health and Well-being Board terms of reference revised to include 'place board' role. Single person accountable for the delivery of the shared plan appointed. Integrated Care Strategy published.	TBC as work develops	Alan White	Richard Harling	Jo Cowcher
Implementation of adult social care reforms	Implement the Government's reforms and prepare for adult social care enhanced assurance framework.	The Government has announced a wide range of reforms including changes to the way that care is funded, introduction of new Liberty Protection Safeguards, and the requirement for local authorities to review and determine a 'Fair Cost of Care'. The Government will also be introducing an enhanced assurance framework with a role for the Care Quality Commission in overseeing local authorities' adult social care duties.	Enhanced assurance framework understood. Self-assessment and peer challenge complete. Evidence ready to cover CQC key lines of enquiry. Partners and staff briefed.	TBD - Measures / KPIs to be developed as work commences.	Julia Jessel	Richard Harling	Jo Cowcher

Economy, Infrastructure and Skills

Priority	We will....	Summary	What success will look like in 2022/23	How we will measure success? (KPI)	Cabinet Lead	SLT Lead	WLT Lead
Digital Infrastructure	Progress design and delivery of the Digital Infrastructure Programme. Connect Staffordshire with digital network capability across the county through accelerating the delivery of full fibre and 5G.	Accelerate delivery of gigabit capable technologies, maximising the opportunities and benefits for the businesses and residents of Staffordshire to enable the growth of our digital economy. Maximising the use of public sector assets, developing lucrative internal and external networks as well as contributing to and influencing policy to facilitate delivery and to reduce digital exclusion whilst supporting our climate change agenda.	Closure of Superfast Staffordshire and transition to Project Gigabit. Engage and support a successful procurement process for Project Gigabit – a government investment valued at between £70M and £123M in Staffordshire (including Stoke on Trent). 5G development strategy in place and agreements with mobile network operators on improving coverage.	Take-up of Superfast services (at contract closure) exceeds 75% 255,135 (61.1%) premises with Gigabit capability (Current baseline is 55.15%) Positive relationship with 100% of providers that have a successful bid in Gigabit procurement exercise (quantity currently unknown)	Simon Tagg	Darryl Evers	Anthony Baines
Highways	Continue to enable the sustainable development, improvement and management of Staffordshire's built environment to play its part in achieving the desired outcomes for elected Members, residents and the business community.	<p>Highways Transformation Strategy & Programme. Deliver the Highways Transformation Programme to support delivery of new vision for Staffordshire Highways. Transform our Community Highways offer, to deliver improved customer satisfaction. Increased engagement with Members and the wider community, and links to the digital customer journey.</p>	<p>Develop the Future Highways Delivery Model (preferred delivery model by end of Q1.)</p> <p>Transfer and embed Asset Management, Risk & Liability Services from Amey to SCC (April 22).</p> <p>Establish new SCC client function.</p> <p>Agree 22/23 Continuous Improvement Programme for existing contract (July 22).</p> <p>Establish, scope and understand new community highways offer. Dependant on additional funding.</p> <p>Successfully Deliver 22/23 Highway Investment Strategy and associated work pilots.</p>	<p>Commitment to deliver 18,000 additional pothole repairs in year</p> <p>Approximately 40 miles of pothole prevention surface treatments completed</p> <p>Increased National Highway and Transportation Survey Results - Due Summer 2022 - Overall score for Staffordshire last year was 5% lower than National average (46% for SCC, National average 51%)</p> <p>Members Survey out now (March 22) due to be reviewed May / June 22 - Increased member satisfaction scores</p> <p>Increase in "Report It" Web page satisfaction responses - 595 responses in year 21-22, with 180 positive, 373 negative and 42 neutral</p>	David Williams	Darryl Evers	James Bailey
		<p>Infrastructure+. Deliver a value for money strategic Infrastructure+ Partnership. Alignment with the "Leading for a Connected Staffordshire" business plan, including: annual capital delivery programme, clear and visible performance management, governance structures and improvement plans to deliver against agreed critical success factors, roadmap to net-zero, MTFS commitments and contractual outcomes.</p>	<p>Delivery of agreed capital programme.</p> <p>Continuous improvement programme 22/23 priorities.</p> <p>Adopt new HIAMP and alignment with national Code of Practice.</p> <p>Establish a highway depot modernisation programme (Strategic Property).</p> <p>Review winter service (mitigate financial pressure).</p>	<p>Operational performance measures contained in I+ Scorecard. Overall score to be at or above +26</p> <p>Road condition data - measured annually</p> <p>Increased Member/public satisfaction - Key Benchmark Indicators collected annually, there are over 190 individual BI's, with overall satisfaction being at 42 / 100 for the year 2021</p>	David Williams	Darryl Evers	James Bailey
		<p>Road to Net Zero Plan - Develop and Deliver our road to net zero plan.</p>	<p>Driving the prioritised action for 2022/23 to reduce CO2e from fuel usage by:</p> <p>Updated a large percentage of the fleet during 2022.</p> <p>Idling avoidance.</p> <p>Reducing business mileage.</p> <p>Continue to seek out new/emerging best practice to support delivery of this priority.</p>	<p>Reduction in fleet CO2e</p> <p>Reduction in none-operational business mileage against 2019 baseline.</p>	David Williams	Darryl Evers	James Bailey

Priority	We will....	Summary	What success will look like in 2022/23	How we will measure success? (KPI)	Cabinet Lead	SLT Lead	WLT Lead
		<p>HS2 Project. Fulfil the Council's statutory duties regarding the HS2 project and carry out its role as a Qualifying Authority. Maximise the opportunities and minimise the impact of the HS2 project on local communities.</p>	<p>Establish the HS2 governance model, including SCC HS2 virtual team network.</p> <p>Successful project management of SCC's statutory role in the HS2 project.</p> <p>Supporting local communities dealing with HS2 Ltd and their contractors. Influencing HS2 Ltd and their contractors whenever possible to reduce the impact of the project and gain favourable outcomes for Staffordshire.</p> <p>Successful delivery of the Phase One Road Safety Fund programme for 22/23 (£2.975M total spend by 2026).</p>	<p>Minimum of 95% of Schedule 17 Lorry Route submissions evaluated and responded to within 8 weeks (timescale as per the planning memorandum).</p> <p>Minimum of 95% of Schedule 4 Highway Interference (temporary or permanent changes to the highway) submissions evaluated and responded to within 28 calendar days (where 28 days' notice was given by HS2 Ltd and their contractors).</p> <p>Minimum of 90% of Chief Executive, Cabinet Member and MP enquiries acknowledged and actioned within corporate timescales.</p>	David Williams	Darryl Evers	James Bailey
		<p>Street Lighting LED Retrofit Programme. The priority in 2022/23 is to progress year 2 of 4 of a £8.8M invest-to-save in LED retrofit programme, which once complete will contribute towards saving 2,650 tonnes of CO2e / year across Staffordshire.</p>	<p>Deliver MTFS Invest-to-Save LED upgrade programme (year 2 of 4).</p>	<p>Estimated street lighting units converted to LED for 22/23 is 11,216</p> <p>Estimated contract costs for 22/23 is £2,119,824</p> <p>Estimated CO2 reduction amount for 22/23 is 487.80 Tonnes</p> <p>Estimated energy savings for 22/23 is 2,131,222 Kwh</p>	David Williams	Darryl Evers	James Bailey
		<p>Annual Capital Programme. Carry out highway design that is: proportionate to the scheme size and complexity; complies with the Construction (Design and Management) Regulations 2015 (CDM 2015); and consults and engages with elected representatives and local communities in an appropriate and timely manner.</p>	<p>Delivery of the Divisional Highway Programme (DHP) to the satisfaction of Members and local communities.</p> <p>Good quality, sustainable, highway infrastructure assets are constructed, that are durable and efficient to maintain and manage.</p> <p>Continued development of the IT Projects Delivery Project Team (set up in November 2021), with a focus on KPI reporting and the creation of an improvement plan.</p> <p>Monthly and quarterly updates on the progress and finances of the programme.</p> <p>Setup an annual, internal audit of compliance with CDM 2015.</p> <p>Ensuring that sufficient design staff are trained and employed to deliver a growing IT programme.</p>	<p>Percentage of IT programme schemes (including carry over schemes from previous financial years) at:</p> <ul style="list-style-type: none"> •Feasibility stage •Design stage •Construction stage •Completed •On hold / cancelled <p>IT programme expenditure per quarter against forecast expenditure per quarter.</p> <p>Percentage of DHP schemes (including carry over schemes):</p> <ul style="list-style-type: none"> •On hold •In progress •Completed •Cancelled 	David Williams	Darryl Evers	James Bailey

Priority	We will....	Summary	What success will look like in 2022/23	How we will measure success? (KPI)	Cabinet Lead	SLT Lead	WLT Lead
Waste	Manage and develop Staffordshire's waste to resource functions across the county contributing towards Staffordshire's sustainability strategy.	Hanford Energy Recycling Facility. Finalising the position of the future of Hanford Energy Recycling Facility post 2025. Working with our Stoke On Trent City Council partners to begin preparations for what the waste disposal arrangements may be after 2025.	Gaining a finalised position for post 2025. Agreed new Inter Authority Agreement with SOTCC. Final Outline Business Case for Hanford post 2025.	As per successes - these 3 areas are key priorities for the financial year, with regular updates to SLT / Cabinet on a monthly basis	Mark Deaville	Darryl Evers	Clive Thomson
		Preparation and delivery of a Strategic Business Case leading to creation of robust Outline Business Case to determine the required infrastructure for the future treatment of mixed dry recycle collected from Staffordshire households.	Resources secured to develop a Strategic Business Case and Outline Business Case. Strategic Business Case presented to Cabinet for approval.	Robust Business Case developed to ensure sound decision making.	Simon Tagg	Darryl Evers	Clive Thomson
		Household Waste Recycling Centres. Embed the new in-house Household Waste Recycling Centre network.	Service returned "in house" from 29/03/2022 with no drop in service standards or even an improved service. Service managed within budget upon return. Design and develop a programme of continuous improvement that enable the service to maximises recycling opportunities, provides best value for the public purse and can match customer demand.	Remaining service stays within budget Tonnage reduction of waste >1000 Tonnes Recycling Rate Target of 55% Baseline data will be established in 22/23 now that the service is back in house	Simon Tagg	Darryl Evers	Clive Thomson
Climate Change	Further develop our Climate Change Strategy and Action Plan and review and develop Staffordshire's Flood Risk Management Strategy.	Climate Change Action Plan. Reduce SCC's carbon emissions to achieve Carbon Zero by 2050. Engage with internal staff and service departments on how we will meet the carbon baseline target and engage with our partners moving forwards.	Delivery of current Action Plan 2 and development of new Action Plan 3. Production of the Annual Report for approval by Cabinet in Oct. Continue supporting the Staffs Sustainability Board. Continue with Senior Officers Group Meetings across County. Developing additional KPI's.	SCC will be at Net Carbon zero by 2050 Reducing Carbon emissions from previous year (Aim to be below 32,000 Tonnes in this financial year) *Figures released in September 2022 - but there is a lag on data timeliness, so this figure will relate to 2020/21	Simon Tagg	Darryl Evers	Clive Thomson
		Flood Risk Management. Through a strategic approach to flood risk promote the effective management of drainage and flood defence systems; support communities to understand flood risk and become more resilient to flooding; manage local flood risk and new development in a sustainable manner and be better prepared for flood events through working collaboratively with key stakeholders.	Review organisational structure in line with increasing workload and to address backlog of s19 investigations. Work with other key stakeholders on a rolling six year programme of new or improved flood alleviation schemes. Continue to deliver a programme of flood risk investigation (including land drainage issues) in LLFA role. Respond to Planning applications and continue to work with LPAs to seek the incorporation of SUDS standards into local planning policy. More effectively manage flood risk and reduce flood risk to residents and businesses in Staffordshire. Refresh and publication of the Local Flood Risk Management Strategy and initiation of £6m FAIR Project with both being linked.	Number of properties / businesses protected Response times for planning application consultation Complete Local Flood Risk Management Strategy and secure funding for FAIR Project	Simon Tagg	Darryl Evers	James Bailey

Priority	We will....	Summary	What success will look like in 2022/23	How we will measure success? (KPI)	Cabinet Lead	SLT Lead	WLT Lead
Transport	Develop Staffordshire's connectivity strategy, providing support for connectivity and procuring transport when required whilst working closely with the commercial transport providers.	<p>Local Transport Plan. Progress with drafting and completing a new Local Transport Plan for Staffordshire which will begin in 22/23, with a target completion of 23/24 (Dependant on guidance being published by DfT.)</p>	<p>Be consulted on new LTP guidance, expected in Spring 2022. Final guidance is expected to be published by Autumn 2022 and provide response to consultation.</p> <p>Review current district integrated transport strategies that currently make up the LTP.</p> <p>LCWIP - Local Cycling and walking infrastructure plan: Review of this document and potential integration into main LTP.</p> <p>Meeting objectives set out by DfT in the finalised guidance. Commence the production of documentation that is suitable as per requirements from DfT.</p> <p>Contributing to the delivery of emerging (district & borough council) Local Plans.</p>	KPIs will be developed once the DfT Guidance has been published.	David Williams	Darryl Evers	Clive Thomson
		<p>Home to School Transport. Assisting SEND in the goal of keeping children attending schools within their localities, and reduce single occupancy taxi journeys. Ongoing work alongside Climate Change Team - with a longer term aspiration to transition to more environmentally friendly transport (links to smart passes and reduction in number of vehicles on the road.)</p>	<p>Successfully transporting entitled children with or without SEND to school - as per statutory obligation of 100% - Challenges include taxi contracts - petrol prices and the risk around contracts being handed back.</p> <p>Reduction in number of cars on the road / emissions, and encourage uptake of transport services for entitled pupils, where they are not being utilised currently.</p> <p>Maximise the use of contracted vehicle resources (SEND and Mainstream).</p> <p>Continue to work with local service providers, to develop a network of services to support the school transport service.</p>	<p>100% of entitled children are transported to and from school each day (statutory obligation)</p> <p>SLA of 20 days for transport requests from SEND Service. Based around the procurement cycles and regulations. Again 100% target</p> <p>Mainstream transport to be arranged within 20 working days of transport entitlement being granted</p> <p>SCC Complaints (Stage 1 and 2) / Local Government Ombudsmen: Less than 20 Stage 2 complaints per year in SEND</p> <p>Less than 5 LGO escalations per annum (SEND)</p>	Jonathan Price / David Williams	Darryl Evers	Clive Thomson
		<p>Bus Strategy. The national bus strategy was launched in April 2021 and the Council submitted a Bus Service Improvement Plan (BSIP) in October 2021. Once the award of funds are made we will need to work with all bus operators with the aim of growing bus patronage and tackling climate change aspects, e.g. moving from diesel vehicles to a more environmentally friendly fuel (electric / hydrogen powered vehicles).</p>	<p>Increased bus patronage on existing bus services from a 2021/22 base and a plan to increase ridership in future years.</p> <p>Paying on actual passenger numbers for concessionary travel.</p>	<p>Bus Patronage as per DfT statistics - increased to pre Covid figures. The passenger numbers in 19/20 were 14.7m and in 2020/21 were 4.9m as per the DfT.</p> <p>Percentage of bus services running between 90-100%</p> <p>Increased number of bus services running,</p>	David Williams	Darryl Evers	Clive Thomson
Strategic Corridors	Develop an east/west strategic corridor project that enables businesses in Staffordshire to innovate and grow as part of the wider Midlands Region, initially developing new governance arrangements and supporting delivery.	Growth potential identified as an investment corridor, with private sector and universities presenting opportunities for infrastructure improvements. Plus range of other research and innovation / skills interventions.	Clear governance arrangements and direction of travel over strategy / delivery.	<p>Adopted governance arrangements (Y/N)</p> <p>Successful delivery of corridors</p> <p>This is likely to gain increased momentum throughout the financial year, and Work Programme outputs / KPI's will be established as appropriate</p>	Philip White	Darryl Evers	Anthony Hodge
Town Centres	We will work with our partners to level up our town centres through targeted physical regeneration interventions.	To continue to work with the local planning authorities, to support masterplan-led regeneration schemes, in particular bidding and delivery of central government programmes that include future high street fund and town deals. Future opportunities may also come through UK Government's Shared Prosperity Fund (SPF) and Levelling Up Funds, and preparing for HS2.	<p>Eastgate Regeneration proposals - Procurement of preferred Development Manager / Development Partner by end of March 2023.</p> <p>A further pipeline of opportunities will be established with our local planning authorities and other partners where relevant (e.g. strategic one public estate sites / premises).</p>	<p>Pipeline and / or annual business plan published</p> <p>Successful development and delivery of projects</p> <p>This is likely to gain increased momentum throughout the financial year, and Work Programme outputs / KPI's will be established as appropriate</p>	Philip White	Darryl Evers	Anthony Hodge

Priority	We will....	Summary	What success will look like in 2022/23	How we will measure success? (KPI)	Cabinet Lead	SLT Lead	WLT Lead
Higher Paid & Higher Skilled Jobs	Enable young people and adults to get the training and skills so they can have a successful career and that employers have the right skills to help their business be competitive and Staffordshire's productivity grows.	<p>Employee Skills Partnership. Manage the delivery of the 3 £1.5m UK CRF projects in accordance with the requirements placed upon the Council as the Lead Authority.</p> <p>Manage the delivery of 4 skills Equipment Fund projects funded by the LEP's Getting Building Fund.</p> <p>Manage the delivery of the Ignite student business start-up project.</p>	<p>All 3 projects achieve their respective output, outcomes targets by June 2022.</p> <p>The SEF 3 projects will enable the delivery of high quality and high level training programmes to support the growth in Stoke-on-Trent and Staffordshire's priority economic sectors.</p> <p>Staffordshire young people in FE 16-18 and school 6th Form with aspirations to start their own business will receive training and support through the Ignite business start-up programme.</p>	<p>Key targets:</p> <p>No. of people supported - 424, No. of businesses supported - 222, No. of organisations supported - 18.</p> <p>SEF 3 Apprenticeship - growth 178 Learners - growth 174</p> <p>No. of students received Ignite lesson - 6000 No. of students registered on Ignite online learning platform - 450</p>	Philip White	Darryl Evers	Anthony Baines
		<p>Apprenticeship & Technical Skills. Procure apprenticeship provision that meets the skills development needs of the core business and schools - maximising the levy spend including Transfer of Funds. Manage the Apprenticeship 500 initiative, which is part of the - Staffordshire Means Back to Business. CRF and SCC funding.</p>	<p>The increase in levy spend and the reduction of expired levy will be maintained. More teams will use the apprenticeship route to fill vacancies and recruit new talent into the Council. All funds available via the Transfer of Levy will be shared with Staffordshire businesses that cannot access apprenticeship funding from elsewhere.</p> <p>The grant will support eligible and approved employers who will be use the grant to enable them to recruit new apprentices to support business recovery and growth.</p>	<p>Levy spend will increase by 4%. Apprentice recruitment will increase by 20%.</p> <p>500 apprenticeship starts.</p>	Philip White	Darryl Evers	Anthony Baines
		<p>Adult Learning & Skills. Through adult learning programmes we will provide courses that contribute to better health & wellbeing, resilience, independence and social inclusion for all young people and adults. A range of formal and informal learning programmes providing support to people and their families to gain the skills they need to progress in the world of work and give children the best start in life.</p>	<p>Funding is targeted and maximised. Good levels of participation. Good quality teaching & learning leads to good achievement with no achievement gaps in equality groups. Safeguarding is effective and high percentage of learners report feeling safe. High learner satisfaction levels. Learners move into positive destinations - further learning, volunteering, employment.</p>	<p>Achieves 90% of agreed funding profile</p> <p>25% males, 70% new learners.</p> <p>Attendance 90%, Achievement 94%, Pass 98%, Retention 96%,</p>	Philip White	Darryl Evers	Anthony Baines

Priority	We will....	Summary	What success will look like in 2022/23	How we will measure success? (KPI)	Cabinet Lead	SLT Lead	WLT Lead
Start Ups & Scale Ups	Support more people to start and grow their business as a priority, ensuring that a variety of programmes are available to suit individuals with different needs. Support existing businesses to thrive and grow in Staffordshire.	<p>Business Start Ups & Growth. Work with partner organisations to create new programmes with a variety of options for all those wanting to start a business in the County. This will include looking at individuals from BAME / Unemployed Communities.</p>	<p>Achievement of the start-up programme targets</p> <p>Achievement of the Staffordshire Means Back To Business Programme Targets</p> <p>Establishment of new start up programmes which meet the needs of all people in Staffordshire</p> <p>Emphasis on continue to develop and deliver start-ups as part of year 3 delivery of the start-up programme.</p> <p>Continue to support pre starts and start up individuals through the Staffordshire Means Back to Business Programme</p>	<p>By the end of the Three Year start up programme, target is 300 Individuals through the programme, and 200 new businesses set up</p>	Philip White	Darryl Evers	Anthony Hodge
		<p>Enterprise Centres. Continue to offer good quality business units through the enterprise centre portfolio. Tenants to work with the team to understand how to manage business premises in preparation for their move to the private sector.</p>	<p>Develop new business premises across the county according to need, starting with the opening of the Shire Hall Business Centre at the end of June 2022.</p> <p>Develop business support programmes with partners such as the chamber of commerce, FSB, and Growth Hub that provide existing businesses with the opportunities to flourish. Partnership working will successfully result in new schemes for existing businesses.</p> <p>Achievement of the occupation targets of the enterprise centres, and a continuation of the work with property services to move tenants onto 5 year leases.</p> <p>The Shire Hall Business Centre Project will continue on track. The Business and Enterprise Team will continue to work across functions on new enterprise centre projects such as Rugeley Power Station.</p>	<p>85% minimum occupation in all 7 existing enterprise centres</p> <p>The successful opening of Shire Hall, and 50% occupancy by December 2022</p>	Philip White	Darryl Evers	Anthony Hodge
		<p>Staffordshire Mean Back to Business. Utilising community renewal funds, the team will continue to offer business support services to local companies and individuals who want to start a business. Working with the district and Borough Councils, the business and Enterprise team will continue to seek out new funding streams to continue this partnership working through the year.</p>	<p>Meeting objectives set out in the Staffordshire Means Back To Business CRF Programme.</p> <p>Sourcing continuation funding to enable the programme to continue throughout the financial year.</p>	<p>Total Number of potential entrepreneurs assisted</p> <p>Total number of people supported to participate in education and training</p> <p>Total number of businesses receiving grants</p>	Philip White	Darryl Evers	Anthony Hodge and Anthony Baines
Bid Ready Projects	Develop investment-ready projects vital to the future of the county, ensuring our pipeline projects are ready to access funding.	Levelling up fund is expected to be announced in Spring Statement, C/O HM Treasury. Other funds may be launched throughout the year.	Successful Grant Bids.	<p>Grant opportunity maximised</p> <p>This is an output type activity, of which the outcomes are not yet prescribed.</p> <p>As various government prospectuses are published / launched, KPI's will be updated here accordingly</p>	Philip White	Darryl Evers	Anthony Hodge and Anthony Baines

Priority	We will....	Summary	What success will look like in 2022/23	How we will measure success? (KPI)	Cabinet Lead	SLT Lead	WLT Lead
Supporting the Economy to Become Net Zero	Support Staffordshire's businesses to raise awareness of commercial opportunities to achieve long term sustainability and maximise their business opportunities through innovative environmental activity.	The Staffordshire Business & Environment Network (SBEN) will work with businesses to raise awareness of commercial opportunities, train and provide tools to implement environmental initiatives and make necessary changes as part of their journey to net zero.	<p>Deliver a low Carbon Business Evolution Programme with grants of up to £20,000 for environmental improvements</p> <p>Deliver a Carbon Literacy training service and provision of tools such as a Carbon Tracker to track and implement actions to reduce business carbon emissions.</p> <p>Practical support and provision of tools has enabled businesses to improve their environmental performance.</p> <p>SBEN membership has seen an annual increase.</p>	<p>Save 1500 tonnes of carbon through the work with businesses by the Low Carbon Business Evolution Programme</p> <p>Delivered Carbon Literacy training to 180 people and 10 organisations</p> <p>5% increase in SBEN membership</p>	Philip White	Darryl Evers	Anthony Hodge

Corporate Services

Priority	We will....	Summary	What success will look like in 2022/23	How we will measure success? (KPI)	Cabinet Lead	SLT Lead	WLT Lead
Customer Services	Establish a Customer Experience Programme to review customer pathways and implement improvements.	We want our customer touchpoints within SCC to be a smooth and efficient experience, with the customer at the heart of everything we do. We want to explore how we can transform the priority areas and review customer journeys within the organisation, promoting digital solutions and efficiencies whilst ensuring that a good customer experience is front and centre in every interaction.	Scope and establish a programme of work to initiate various process review and improvement workstreams. Implement a Customer Experience Strategy which underpins SCC's strategic plan and supports its outcomes. Working with partners from multiple directorates, reviewing key customer pathways and exploring and implementing new solutions in agreement with respective pathway owners. Improved efficiencies allowing teams to focus on complex activities. An established customer satisfaction tool to measure baseline performance.	Increase in Customer Satisfaction - Measured using the UKCSI (ICS) 10% Reduction in general enquiries 85% Net Promotor Score (once customer satisfaction established)	Ian Parry	John Tradewell	Tracy Thorley
Information Governance	Develop and implement a new Electronic Document and Records Management System (EDRMS).	Embed a new EDRMS, as part of our Information Management Strategy, with the aim of adding information governance principles to our unstructured data, demonstrating the importance of Information Governance, and supporting a culture shift for staff across the organisation to understand the value of data.	New file structure will be signed off. Streamlined file system with redundant, obsolete, trivial and duplicated data removed. Implementation of a new Information Asset Register for the organisation to support the delivery of our statutory obligations. Retention schedules built into the system. Staff benefit from an improved search facility.	Workshops completed IAOs actively involved in assisting teams to migrate their data Regular and effective meetings	Ian Parry	John Tradewell	Tracy Thorley
	Continue to embed the Information Management Strategy across the organisation.	Continue to embed and strengthen the Information Management Strategy and Framework, with a specific focus on reviewing our paper processes, having an accurate and up to date asset register and improved information management structure across the organisation, as part of embedding the strategy.	Directorate Information Management delivery plans fully embedded, with monitoring arrangements in place. Effectively maintained and complete Information Asset Register. Review of paper processes completed and action plans in place, with increased digital ways of working.	95% completion of annual mandatory IG training. Review of paper processes complete by December 2022	Ian Parry	John Tradewell	Tracy Thorley
	Work in partnership with ICT on the organisation's approach to Cyber Security, so it is consistent, robust and protects the organisation successfully from threats.	Develop and embed a Cyber Security Strategy across the organisation, including raising awareness of cyber training and the threat landscape. This includes expanding the Cyber Champions programme and improved information, advice and guidance to all staff. In addition ensuring adequate technical controls for protecting the organisation and monitoring for any cyber threats.	Improved reporting and assurance on organisational and technical controls. Improved risk management, ensuring compliance with national standards. Increased knowledge of root causes and incidents. Effective Cyber Champions supporting colleagues across the organisation.	95% completion of cyber security training.	Ian Parry	John Tradewell	Tracy Thorley/Ian Turner
BEST Admin Pathway	Review and strengthen the BEST Families & Children's Admin Pathway.	The F&C Admin Pathway was transferred to Best in April 2022. A substantial review will be undertaken to review and implement appropriate service improvements to deliver the Best Admin Pathway more effectively.	Reviewed current arrangements with partners and understand strengths and limitations. Implemented, or have a plan to implement, any system and process changes to enable a streamlined pathway for all partners. Service delivered within available financial envelope. Review and revise associated service SLA's.	Deliver service within cost by 31st March 2023	Ian Parry	John Tradewell	Tracy Thorley
Electoral Review	Prepare for the upcoming Boundary Review.	The Local Government Boundary Commission for England (LGBCE) has announced its intention to carry out an electoral review of Staffordshire County Council.	Details are limited at this early stage, however the aim of the electoral review is to recommend division boundaries that mean each councillor represents approximately the same number of voters.	Delivery of Review as per LGBCE's timescales	Alan White	John Tradewell	Kerry Dove / TBD

Priority	We will....	Summary	What success will look like in 2022/23	How we will measure success? (KPI)	Cabinet Lead	SLT Lead	WLT Lead
Capital Receipts Programme	Dispose of surplus corporate assets, amounting to c.£8m net during 2022/2023 through the sale of unused land and buildings.	Raise £8m net income in capital receipts during 2022/2023.	Disposal of 17 sites anticipated to be delivered in 2022/23 with an estimated capital receipt value of £8m.	£8m net income received for capital sites	Mark Deaville	John Tradewell	Ian Turner
Property Projects - Priority	Deliver Corporate Property Projects and associated savings.	Delivery and completion of the following projects: <ul style="list-style-type: none"> Stafford History Centre, including new build development for archive storage Shire Hall Project will be completed in June 2022 The repurposing of the Chesterton Vision Centre resulting in staff move from Brackenbury 	Completion of the projects and achievement of associated savings for 2022/23.	Completion of the following projects by: Shire Hall Project - June 2022 Repurposing of the Chesterton Vision Centre - April 2022	Mark Deaville	John Tradewell	Ian Turner
	Deliver the 2022/23 Schools Capital Programme.	Delivery of the 2022/23 elements of the Schools Capital Programme, including both the maintenance programme and the basic need projects.	Opening of the two new schools in Uttoxeter and Fradley for September 2022. Completing the expansion of St John's PS, Essington and Princefields First School, Penkridge. Achieving planning permission and making good progress on the construction of: a new Primary School at Deanslade (Lichfield) and the relocation/ expansion of St Leonards Primary School (Stafford) to the Kingston Centre. Deliver the schools maintenance programme circa £8 million and over 100 projects.	Schools capital spend - delivery of projects in time and on budget	Jonathan Price	John Tradewell	Ian Turner
Termination of Entrust Service Delivery Arrangements	Develop and implement a new delivery model for non-school facing services.	Progress work to bring Early Years, some Education Improvement and Skills and Employability Services back in house following termination of Entrust Service Delivery Arrangement by 31st March 2023. Property Services will be re-provided by a mixture of in-house or external provision.	Planning and execution of alternative arrangements via Completed TUPE transfer or procurement. All other services to continue under new contractual arrangements or be re-commissioned as appropriate.	Completion of TUPE and implementation of contracts by 31st March 2023.	Mark Deaville	John Tradewell	Ian Turner
Place Marketing	Promote the Staffordshire story, build our network of advocates and raise the county's profile.	Creating the conditions for inward investment, increased visitor economy and growth in Staffordshire through 'value add' activities, we will raise awareness and grow the Staffordshire Place brand, and Staffordshire reputation by utilising Staffs businesses as 'Ambassadors' as well as engage, make connections and influence target stakeholders in priority destinations by harnessing partners and leaders in Staffordshire.	Forged new relationships with key stakeholders and audiences at national, regional and county level. Staffordshire visitor economy and investment priorities/voices are heard and recognised by those who can impact change. Increased positive awareness/profile of Staffordshire. Staffordshire businesses and brands are equipped to tell our story and proud to be part of the WAS journey. Active Place Board membership who add value to our activity. Collaboration and alignment of vision, activity and brand across Tourism, Business Support and Visitor Economy.	Infrastructure & Governance: Increase website visitor numbers by 50% and social account followers grow by 50% Ambassador/Place Board Survey satisfaction scores 80% or above Staffordshire: Ambassador Event attendance increases to average of 75 per event - 4 'showcase' events held per year 200+ Ambassadors Registered and active External: Develop warm contacts/relationships with 20 targets/companies in 22-23 Secure 10+ speaking opportunities for WAS/SCC leadership to promote place/Staffordshire in 2022-23	Alan White	John Tradewell	Cristian Marcucci

Priority	We will....	Summary	What success will look like in 2022/23	How we will measure success? (KPI)	Cabinet Lead	SLT Lead	WLT Lead
Digital Strategy & Programme	Deliver the Digital Strategy & Programme for 2022/23.	Digital is fundamental to the way Staffordshire County Council works as an organisation, as well as how we interact with our partners, citizens and communities. Digital is cross-cutting, all parts of the organisation are embracing the opportunities that digital technologies offer to connect, inform, and support our citizens. The Digital Programme will continue to evolve and develop in 2022/23 to oversee delivery and provide support to the organisation by delivering a range of key digital projects across the organisation.	<p>A well-structured and managed programme of digital transformation supporting the identified key priority projects.</p> <p>Regular prioritisation of digital initiatives across the organisation.</p> <p>Digital oversight and change support enables Digital Programme priority projects to succeed.</p> <p>Creating online services that are easy to use.</p> <p>Support the business in exploring digital technology and setting the future digital direction of the organisation.</p>	<p>Successful delivery of project objectives and timescales</p> <p>Increase in the number of residents accessing online services, advice and guidance</p> <p>Increasing volume of service areas creating and owning M365 "Teams" and "Channels"</p>	Ian Parry	John Tradewell	Kerry Dove
People Strategy	Continue to deliver against the priorities established in the People Strategy.	<p>EVP & ATS - Deliver a distinctive profile for SCC as a diverse employer and Staffordshire as a place to build a career, through the exploitation of modern digital methods/processes, and employee benefits.</p>	<p>Automation of the process is improved via the Applicant Tracking System (ATS) with responsive system management and configuration.</p> <p>A more proactive solution focused service that promotes the Brand/Values & supports an excellent candidate experience.</p> <p>Reduce use of agency workers.</p> <p>Reduces stress/pressure for other employees filling the gap.</p> <p>Managers invest time in building relationships with candidates rather than worrying about the admin.</p> <p>Evidencing that we are attracting and recruiting a more diverse range of candidates, to reflect the population</p> <p>Having a range of benefits available to employees, to help towards making the Staffordshire £ go further</p>	<p>80% of hiring managers "Strongly Agree" and "Agree" that SCC are attracting quality applicants (following launch of employer brand) by end of 2022/23</p> <p>80% of new hires "Strongly Agree" and "Agree" that they have had a positive onboarding experience by end of 2022/23</p> <p>80% of hiring managers are "Very Satisfied" and "Satisfied" with the hiring experience by end of 2022/23</p> <p>80% of candidates considered the recruitment process to be "Excellent" or "Good"</p> <p>Number of people signed up to use benefits platform is 2049 (45%) by end of May 2022</p>	Alan White	John Tradewell	Sarah Getley
		<p>Ask People Services - Implement a HR specific Management Information System (MIS) that will act as a Front Door to People Services; the system will triage enquiries, provide support and resolution to queries and treat incoming work in the most efficient and effective way possible.</p>	<p>People Services enquiries are triaged and resolved in the most efficient way possible, ensuring cases that require colleague engagement are directed to the most appropriate colleague.</p> <p>Case Management notes and files are held in one central repository in a consistent and intuitive manner, improving service delivery, status reporting and ability to identify improvement opportunities.</p> <p>Administration resource requirements are reduced to release colleagues to spend more time in the areas that add the most value.</p> <p>Colleagues around the business who are making enquiries and forming part of a case receive a more consistent and dependable service.</p> <p>Auditing and reporting improvements are made</p>	<p>Open Absence case volume currently 92, target TBC</p> <p>Consistent speed of enquiry response time frame currently 1.88 days, target 2 days (removal of informal advice queries by bot will lengthen avg response time)</p> <p>Consistent % of enquiries resolved without escalation to case currently estimated at 9.5%, target 9.5% (Automated support bot will remove a number of informal advice queries which will in turn increase the proportion of enquires turning into cases requiring increased further attention)</p> <p>% of enquiries resolved without human intervention currently not measured, aspirational target 30%</p> <p>% of open cases inside ETAs/SLAs currently not measured, target 99%</p>	Alan White	John Tradewell	Sarah Getley

Priority	We will....	Summary	What success will look like in 2022/23	How we will measure success? (KPI)	Cabinet Lead	SLT Lead	WLT Lead
		<p>PPP - Review our existing policies and develop and deliver a suite of key and statutory policies which are aligned to SCC values.</p>	<p>Supportive, meaningful and easily used policies drawn up, consulted upon and launched.</p> <p>Supporting documentation drawn up, tested and launched.</p> <p>Supporting L&D programmes designed, tested and launched.</p>	<p>No negative impact on eNPS score of current +11</p> <p>No negative impact on total employee turnover current rate of between 8 and 12%</p> <p>Show reduction of cases progressing to formal stages (Early/Formal) from current rate (% reduction to be confirmed)</p>	Alan White	John Tradewell	Sarah Getley
		<p>SMART - Continue embedding and optimising Smart for the benefit of the organisation and its employees.</p>	<p>Better use of our digital provision including optimizing the use of 365.</p> <p>Realise the benefits of better partnership working when utilizing smart.</p> <p>Optimising office space to enable and encourage collaboration and cohesive working.</p> <p>Building manager and employee skills to enable them to work well in a smart environment.</p>	<p>TBC - None People Services activities are reported through other channels. The People Services element is undergoing a replan.</p>	Alan White	John Tradewell	Sarah Getley
Equality, Diversity & Inclusion	Promote equality and inclusion across the organisation in everything we do.	Oversee and deliver the work required to expand current thinking by looking at how representative our workforce is of the wider Staffordshire population.	<p>'Diversity Forum' created and embedded.</p> <p>Suite of EDI metrics identified and embedded.</p> <p>Improve workforce data via ESS using comms plan to sell benefits of sharing personal sensitive data.</p> <p>Investigated, developed and implemented recommendations from the EA Inclusion Report undertaken in December 2020 (where appropriate).</p> <p>More inclusive and diverse recruitment practices developed.</p> <p>Diversity in the workplace improved.</p> <p>Awareness raised of and amplified diverse voices of our workforce and communities.</p> <p>Our communications (internally and externally) uses inclusive language.</p> <p>Diversity and Inclusion training strengthened.</p>	<p>New Block leader aiming to define KPIs in full at Steering Group - 07/07</p> <p>Currently proposed KPIs:</p> <p>Increase BAME representation with SCC up to 1.8% to reflect Staffordshire community by 2022/23 (currently community is at 4.3% and SCC is at 3.2%)</p> <p>Achieve reduction in Gender Pay Gap by 2022/23. Currently Gender Pay Gap is 9.7% mean/13.7% median (% reduction to be confirmed)</p> <p>Increase in retention rates of underrepresented groups by 2022/23 (% increase to be confirmed)</p>	Alan White	John Tradewell	Sarah Getley
Communities	Develop a new Communities Delivery Plan for 2022/23 that enables strategic oversight of separate communities related workstreams.	Have a plan in place to deliver our Communities priorities and embed Communities as a way of working across the organisation. This includes partnership working with the VCSE, District and Boroughs, and Parish and Town Councils.	<p>Communities 2021/22 Plan successfully concluded and progress reported; end of year position used to inform 22/23 priorities.</p> <p>Communities 2022/23 Plan is developed with the Communities Leadership Group and approved</p> <p>Delivery underway against the new Communities 2022/23 Plan.</p>	<p>Plan approved and live - Jun 2022</p> <p>Future visioning for Communities - Dec 2022</p> <p>Defined KPIs will be agreed as part of the development of the 2022/23 Plan.</p>	Victoria Wilson	Helen Riley	Catherine Mann
	As part of the Communities Delivery Plan, we will commission and implement a VCSE Capacity Building Framework.	Commission a new Framework that builds capacity in the VCSE sector, helps to deliver our Supportive Communities and Youth Offer, and provides a flexible way to commission additional work with the voluntary sector inc. grant management.	<p>Framework awarded.</p> <p>New service in place for 1st August.</p> <p>Agreed delivery plans against relevant elements of the Framework.</p> <p>Progress been made and monitored against agreed deliverables on a quarterly basis.</p>	<p>Award by April 2022</p> <p>Go live on 1 August 2022</p> <p>Final delivery plans approved by end of August</p> <p>Defined KPIs will be agreed as part of developing the Annual Delivery Plans</p>	Victoria Wilson	John Tradewell	Kerry Dove

Priority	We will....	Summary	What success will look like in 2022/23	How we will measure success? (KPI)	Cabinet Lead	SLT Lead	WLT Lead
Enhanced Two Tier Working	Establish the Staffordshire Leaders Board and associated programmes of work.	Monitor the development of County Deals, and as appropriate and agreed with Board liaise with Central Government. Staffordshire Leaders Board formally established. Agreed programme of work and initial priorities in place. Deliver and monitor progress against the agreed priorities.	All authorities gained Cabinet agreement on establishment of, and participation in Leaders Board. Work programme in place, including milestones and KPIs to deliver on initial agreed priorities.	First formal Board held in June, including agreement on key roles Successful delivery of 2022/23 milestones and KPIs as agreed in work programme	Alan White	John Tradewell	Kerry Dove
Staffordshire ICT Strategy	Deliver the new Staffordshire ICT Strategy (2021-2026).	Continue to deliver the ICT Strategy, aimed at supporting Staffordshire County Council become a digital first organisation with highly reliable, secure and easy to use technology solutions, including supporting the effective transition from legacy to new solutions.	Maintained a safe and secure ICT network. ICT solutions are modernised, increasingly migrated to cloud and deliver improved opportunities for service modernisation and automation. Staff have access to meaningful data and tools to support decision making, with Power BI embedded as a tool to create data insights from the council's Data Warehouse.	Public Service Network Code of Compliance continues to be achieved and all critical cyber security risks are addressed in a timely fashion. Ongoing review of applications in conjunction with Business owners with the aim of exiting on premise hosting by 2026 - target of 33% by end of 2022/23 Increased use of Power BI using the council's Data Warehouse, to generate insights and support decision making	Ian Parry	John Tradewell	Ian Turner

Cabinet Meeting on Wednesday 15 June 2022

Digital Connectivity Strategy in Staffordshire



Cllr Simon Tagg, Cabinet Member for Environment, Infrastructure and Climate Change said,

“Getting as many places as possible gigabit-ready means more digital capacity for everyone through greater bandwidth and lightning-fast connectivity.

“Our vision is that no-one is left out, even the hard-to-reach places, so the Gigafast Staffordshire team is about working with partners to create the right demand and market conditions so that everyone can get hooked up.

“We have a track-record of pushing the boundaries so that more people feel the benefits of digital technology. By bringing together the most innovative digital minds, we’ll maximise digital opportunities for everyone.”

Report Summary:

A key priority of the Strategic Plan 2022-26 is to improve digital connections and to use digital technology to connect, inform and support the people of Staffordshire. The Digital Infrastructure Strategic Framework (DISF) sets out key objectives to deliver improved connectivity and realise the benefits for Staffordshire businesses and residents.

The DISF will be delivered through a programme that provides the infrastructure and technology for access to gigabit connectivity; enabling increased access and take-up of digital services; and supporting the realisation and benefits that increased adoption and consumption of improved connectivity brings.

Enabling increased access and demand for gigabit connectivity will require the continued shaping and influence of both commercial operators in the market and of public investment through programmes such as Project Gigabit and Shared Rural Network where there is a lack of commercial viability. In addition, to accelerate access and take-up of digital connectivity, we need to identify our priorities for investment, support and any intervention we make.

Our investment in digital connectivity through the Superfast programme provides us with both a legacy gainshare for potential investment as well as a staffing resource to support the future programme. A decision is required on the priorities to invest in and how to fund the resources required to deliver the programme in future years.

Recommendations

I recommend that Cabinet:

- a. Approve the Digital Infrastructure Strategic Framework (DISF) for Staffordshire
- b. Support the use of the £4million gainshare funding to resource and support delivery of the DISF through the Digital Connectivity Hub and delivery programme.
- c. Delegate the authority to the Director for Economy, Infrastructure and Skills in consultation with the Cabinet Member for Environment, Infrastructure and Climate Change to fund digital connectivity projects and programmes that market the opportunity improved digital connectivity brings, demonstrate and test new connectivity technologies and its advantages and pilot connectivity solutions through the use of the gainshare funding.

Local Members Interest
N/A

Cabinet – Wednesday 15 June 2022

Digital Connectivity Strategy in Staffordshire

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

I recommend that Cabinet:

- a. Approve the Digital Infrastructure Strategic Framework (DISF) for Staffordshire
- b. Support the use of the £4million gainshare funding to resource and support delivery of the DISF through the Digital Connectivity Hub and delivery programme.
- c. Delegate the authority to the Director for Economy, Infrastructure and Skills in consultation with the Cabinet Member for Environment, Infrastructure and Climate Change to fund digital connectivity projects and programmes that market the opportunity improved digital connectivity brings, demonstrate and test new connectivity technologies and its advantages and pilot connectivity solutions through the use of the gainshare funding.

Report of the Director for Economy, Infrastructure and Skills

Digital Connectivity Strategy

1. A key priority of the Strategic Plan 2022-26 is to improve digital connections and to use digital technology to connect, inform and support the people of Staffordshire. The Digital Infrastructure Strategic Framework (DISF) was developed in March 2021 and set out the vision and objectives for Staffordshire.
2. The vision is for Staffordshire to be a county with access to 100% gigabit connectivity by 2030. To achieve this vision there are five key objectives:
 - i. To enable and accelerate delivery of gigabit capable technologies and infrastructure to provide full access.
 - ii. To maximise the opportunities and benefits of 5G across Staffordshire.
 - iii. To enable rural and digitally isolated communities where market intervention has failed.

- iv. To enable the growth of the digital economy in Staffordshire
 - v. Demonstrate the benefits of gigabit technology to businesses and communities
3. The Framework was developed in recognition that the operating environment is fluid, complex, evolving and is both commercially & technologically driven. The Strategic Framework provides direction and flexibility to respond to developments and opportunities, alongside working with different delivery partners in delivering our mission to:
- Accelerate delivery of gigabit capable technologies, maximising the opportunities and benefits for the businesses and residents of Staffordshire to enable the growth of our digital economy***
4. Delivery of improved digital connectivity will enable the benefits of this connectivity to be realised across Staffordshire through the development of the wider digital economy and how we connect, inform and support our residents and businesses.

National Context

5. There is a growing need for increased connectivity in terms of access, speed and reliability with demand for digital services increasing rapidly. It is estimated that urban areas will have approximately one million internet connected devices per square kilometre in the next few years. On average in excess of 200 devices per household will be connected, from toothbrushes to 8K tv's, all requiring access to fast digital connectivity, whether through fixed (fibre) or mobile connections. Globally, the expectation is that the number of internet connected devices will increase from 31 billion to 75 billion in the next 5 years.
6. The UK Government has recognised this need for improved connectivity and to intervene where the commercial market will not deliver. The government has a series of investment programmes that are part of the Build Back Better and Levelling Up agenda. By 2030, the ambition is that the UK will have nationwide gigabit-capable broadband and 4G coverage across the nation, along with 5G coverage for the majority of the population.
7. The UK Government **Project Gigabit** will invest £5 billion in reaching the additional premises the market will not connect with the ambition of reaching 85% by 2025 and the remainder to follow shortly afterwards through public & private investments. In Staffordshire Project Gigabit will enable connection to around 70,000 premises and see an investment of circa £123 million from the UK Government.

8. A visual map by premise in Staffordshire showing those premises with broadband speeds with access to or planned commercial access to 1,000 Mbs service is shown in Appendix 4 (Appendix 4 - Premises identified with access or planned access to 1000Mbs speed). The latest DCMS OMR exercise is being completed now which is likely to show a revised position.
9. In order to leverage the use of public sector assets the Government will also create **GigaHubs** as part of Project Gigabit. This will utilise up to £110 million to connect public buildings such as rural schools, doctors' surgeries and libraries to gigabit broadband. For Staffordshire there is an opportunity to work with Midlands Engine as part of a £17 million programme across the West Midlands in connecting Gigahubs. In Staffordshire so far 75 public assets have been identified as potential Gigahub sites and we are working with Midlands Engine to bring these forwards as part of the scheme.
10. The UK Government along with mobile operators is also investing over £1 billion in the **Shared Rural Network** (SRN) programme. This will deliver reliable mobile coverage to 95% of the UK, addressing the digital divide by improving 4G coverage in the areas that need it most. This includes £500 million to build new masts to eliminate not-spot areas where there is currently no coverage at all. Currently in West Midlands and Staffordshire, coverage from all four operators will rise to a minimum of 78%, up from 92%. Coverage from at least one operator will be 99% by the end of the programme.

Staffordshire Context

Superfast Staffordshire

11. Superfast Staffordshire Programme is a partnership between Staffordshire County Council, Building Digital UK (BDUK) and Openreach to deliver the Superfast Broadband programme across the county. Approximately 83,400 (24%) of premises in Staffordshire have gained access to superfast broadband (>24Mbps) services as a result. Coverage of services has increased from 65% (2013) to 96.95% (March 2022) because of the programme. Consequently, we now have over 400,000 premises with access to superfast broadband across the county.
12. The headline figures for the "take up" of superfast services that have been provided by the programme is currently 78.94%, way beyond the 20% originally envisaged. This take up provides a return on investment in the form of a gainshare to the County Council.

13. The Superfast Staffordshire contracts have concluded their fibre deployment phase having delivered all their contractual commitments. The programme is now transitioning to deliver full fibre (gigabit capable) solutions. Staffordshire currently has 55.95% gigabit capable coverage, of which 20.4% is delivered through a full fibre network.

Gigabit Broadband Vouchers

14. The programme team are currently working with over 70 rural communities to access the UK Gigabit Voucher Scheme, part of Project Gigabit. The Superfast Staffordshire programme has ensured that 96.95% have superfast broadband connectivity across the County, connecting 1,811 additional premises to date, with another 1,238 premises scheduled to be connected before the end of the programme (subject to DCMS approval). These numbers include a portion of the committed SCC gainshare, investing £1 million in Rural Gigabit Vouchers to top up the existing DCMS schemes.

Hard-to-reach Premises

15. The Superfast Staffordshire programme was originally (2012) aimed at delivering broadband speeds of 24Mbps and above to non-commercial premises, during the programme and to remain consistent with the national and international approach this was increased to 30Mbps, a figure now generally considered to be the minimum acceptable broadband connection speed. We note the differences when figures are mentioned in this document.
16. A visual map by premise in Staffordshire showing those premises with broadband speeds less than 30Mbps is shown in Appendix 4 (Appendix 4 - Premises identified with access to less than 30Mbps speed). The latest DCMS OMR exercise is being completed now which is likely to show a revised position.
17. It is estimated that at the end of the Superfast Staffordshire programme that approximately 7% of premises (approx. 30,000 premises) in Staffordshire will still not have access to 30Mbps or higher broadband speeds. There are still approximately 4,500 premises with connectivity below 10Mbps (which is considered below Universal Service Obligation).
18. At present there is approximately 44% of premises in Staffordshire unable to get access to Gigabit speeds (1,000Mbps). The DCMS Project Gigabit initiative and commercial intervention is targeted to deliver gigabit connectivity universally by 2030 (or as close to 100% as possible).

19. Project Gigabit nationally is estimating that despite the £1.9Bn initiative into providing gigabit capable connectivity to hard-to-reach areas, it estimates that premises that are very-hard-to-reach (VHTR) will be approximately 0.3% nationally, we estimate that this may be as high as 1% in Staffordshire due to its rural nature, approximately 4,000 premises in the County. The VHTR premises will require either further financial support or different technological solutions. We intend to use the gainshare monies to investigate and deliver where viable solutions to these areas.

Digital Connectivity Programme

20. The DISF will be delivered through a programme and will be co-ordinated and delivered through the Digital Connectivity Hub (Digital Infrastructure team) as the operating model for the service and the one-stop shop for digital connectivity. The Hub will function as the single point of contact in management of resources and relationships to deliver the programme, enabling access and take-up of gigabit connectivity and promoting the benefits that increased adoption and consumption of improved connectivity brings.

21. The Digital Connectivity programme has three key programme elements which are:

1) Enabling the deployment and delivery of Digital Infrastructure

- a) Investing and supporting programmes and projects & funding using and influencing e.g. – Superfast Gainshare, Project Gigabit, Gigahubs, other potential funding sources to deploy infrastructure
- b) Providing a barrier busting & red-carpet approach to regulation, incentives, policies (e.g., NPPF 2019) that enable infrastructure delivery
- c) Connectivity Technologies – FTTP, Analogue line redundancy, 5G, satellite, fixed wireless, etc

2) Enabling Access to Digital Connectivity

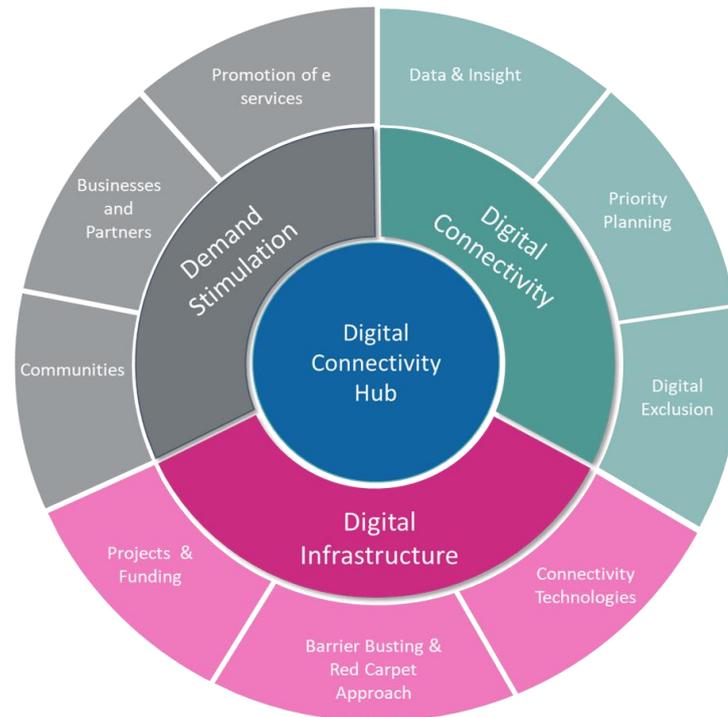
- a) Using data and insight through mapping availability of services (GIS), coverage and speeds of fixed fibre, mobile 4G and satellite to shape and inform investment
- b) Identifying priority areas for investment and where to direct Government funding
- c) Reducing digital exclusion by influencing operator plans to tackle priority areas
- d) Working with commercial operators to promote access and uptake of services

3) Stimulating and transforming demand and use of digital connectivity

- a) Working with digital programmes to improve and enhance digital skills in communities
 - b) Working with universities, ITBEP, etc to showcase the use & benefit of gigabit connectivity to business
 - c) Use public private partnerships to support delivery of public services such as Health Care, Education, Emergency Services, Government bodies, etc
 - d) Promotion and demonstration areas to showcase benefits gigabit connectivity and e-services to business, residents and communities
 - e) Developing and enabling integrated digital infrastructure programmes
22. To enable increased access and demand for gigabit connectivity will require the continued shaping and influence of both commercial operators in the market and of public investment through programmes such as Project Gigabit and Shared Rural Network where there is a lack of commercial viability. In addition, to accelerate access and take-up of digital connectivity, we need to identify our priorities for investment, support and any intervention we make.
23. Our investment in digital connectivity through the Superfast programme provides us with both a legacy gainshare as well as a staffing resource to support the future programme. A decision is required on the priorities to invest in and how to fund resources required to deliver the programme.

Digital Connectivity Hub

24. The proposed Digital Infrastructure Programme can be viewed as 3 key components that form the operating model for enabling the transformation of digital connectivity in Staffordshire. The programme will be delivered by the Digital infrastructure Team through a Digital Connectivity Hub. The hub will be the key enabler for the transformation of digital connectivity in Staffordshire.



25. There is a clear mandate for the Digital Infrastructure Team in place as part of the Digital Programme. In addition, there are clear governance arrangements in place that include the programme to the corporate Digital Programme Board set out in appendix 2.

Benefits of Digital Connectivity

26. The improvement in provision, access and use of digital connectivity provides both economic and social benefits. For the local economy of Staffordshire, the estimated uplift is estimated at £845m by 2030. In, addition we estimate that the uplift will increase to £1,134million by 2030 as a result of the digital transformation programmes enabled through the DISF programme, a net increase of £289million in GVA.
27. There are also wider benefits in health, education, transport, tourism, energy, industry, smart living, and climate change as set out in appendix 3.

Timescale

28. The DISF sets out the framework for delivery up until 2030 when we will achieve 100% gigabit connectivity. Key Milestones are included in Appendix 1 and a detailed programme for delivery is outlined in Appendix 6.

Legal Implications

29. The Superfast Staffordshire contracts (contract 1 and contract 2) are coming to an end in their delivery phase, although the gainshare element (whereby SCC will continue to receive gainshare monies) will continue. There may be some continued financial and legal resource to monitor the end of the programme.
30. The Project Gigabit – LOT 19 procurement exercise will be run by BDUK (an arm of DCMS) and SCC will not be involved in any contract negotiation.
31. However, as a key stakeholder in the outcome of Project Gigabit and other Digital Infrastructure projects, discussions with other parties, are likely to be require advice around non-disclosure agreements, Memorandum of Understanding and potential partnering agreements.

Resource and Value for Money Implications

32. The County Council investment in the Superfast Programme is forecasted to make a return of £4million in the form of gainshare based on take-up of services. Of the forecasted gainshare, £1.5million has been received to date of which £1.1 million has been invested in the Rural Gigabit Voucher Scheme. This leaves a further forecasted gainshare of £2.5million to be utilised, £2.9M in total.
33. Investment from the County Council and the well-established team have created a legacy of good community, stakeholder and operator relationships in addition to the return on our investment through the gainshare agreements in driving forward connectivity in Staffordshire.
34. It is worth noting that public investment is the minority stakeholder, and it is the commercial network operators who will deliver the majority of investment and infrastructure. Enabling increased access and meeting demand for gigabit connectivity will require the continued shaping and influence of both commercial operators in the market and of public investment.
35. The current Superfast Team is funded through the capital programme and in addition there are two fixed term Digital Infrastructure posts until March 2023. It is proposed to merge the Superfast team and Digital Infrastructure team into one team; becoming the Digital Infrastructure team, to operate the 'Digital Connectivity Hub'.

36. The digital programme will fund projects and programmes that market the opportunity improved digital connectivity brings, demonstrate and test new connectivity technologies and its advantages and pilot connectivity solutions.

Climate Change Implications

37. According to the World Economic Forum, digital technologies could reduce global carbon emissions by 15% - almost one third of the 50% reduction required by 2030. The DISF allows the teams to work with the relevant stakeholders to accelerate this innovation in Staffordshire.
38. Trials have demonstrated how enhanced connectivity can optimise areas such as energy production by monitoring wind turbines in real-time to maximise productivity; optimising waste flows for more efficient recycling; or gather real time data to help residents in zero carbon buildings reduce their energy consumption.
39. Better connectivity such as 5G can provide the following benefits linked to climate change:
- i. **Smart agriculture** - Lower impact on natural resources, biodiversity restoration, better animal welfare, fewer emissions from fertilisers, regenerative agriculture, smaller land use.
 - ii. **Smart logistics** - Lower fuel consumption, continuous incremental efficiency gains, supply chain traceability, fewer emissions, less waste (including food).
 - iii. **Smart manufacturing** - Greater resource efficiency, lower energy consumption, improved health and safety, circular economy potential, less pollution and waste, greater precision / fewer faults.
40. Gigabit capable connectivity also has broader applications with the potential to make systems cleaner and more reliable, allowing intelligent transportation solutions to monitor vehicle and pedestrian flows.
41. It is noteworthy that there is likely to be CO² emissions output as a result of operator works in deployment of infrastructure (e.g. digging up roads) but to minimise the impact of this we will be working closely with operators to encourage efficient ways of working e.g. only accessing an area once / coordinating works across operators and providers to minimise disruption.

List of Background Documents/Appendices:

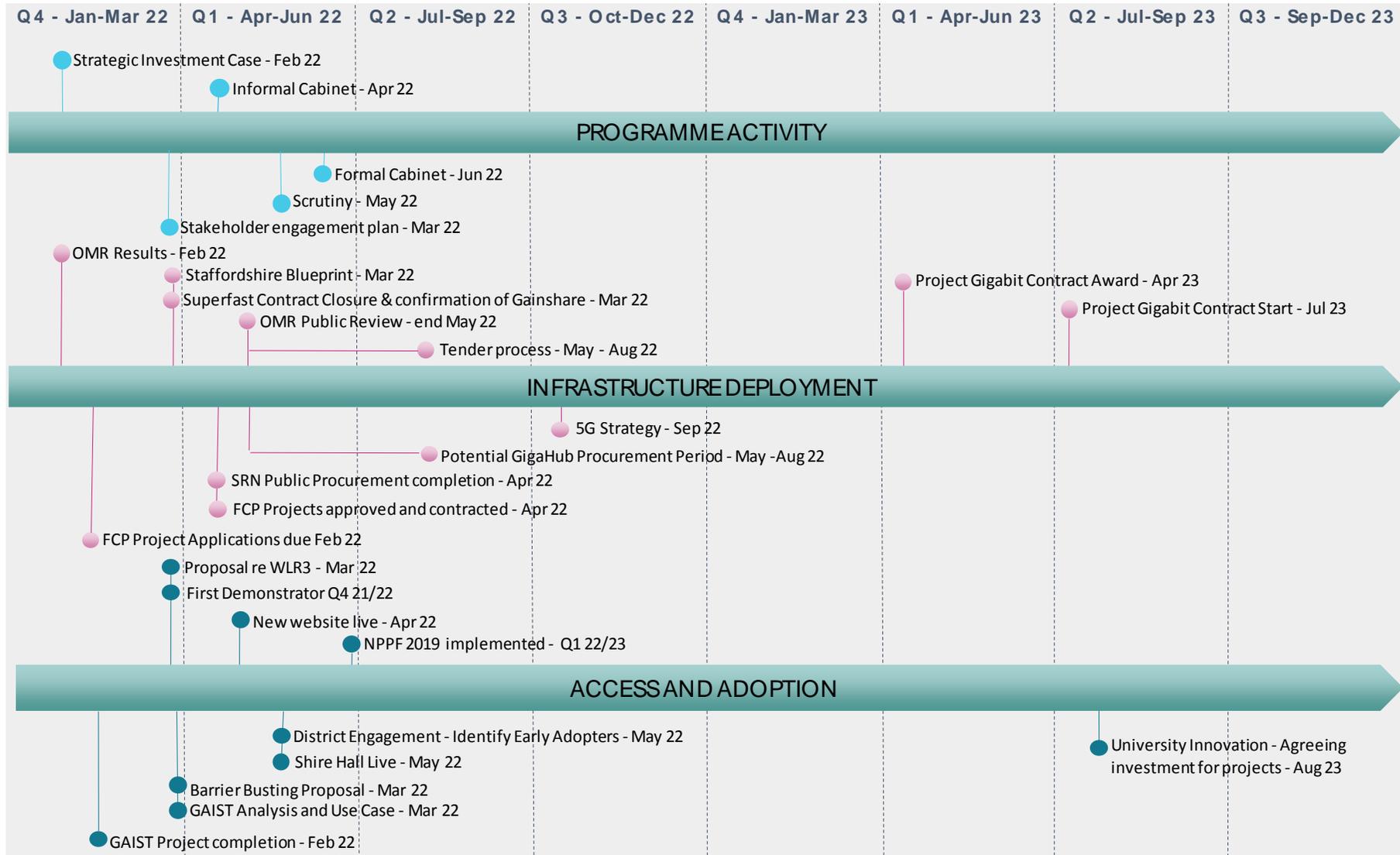
Appendix 1 Milestone Plan
Appendix 2 Governance Arrangements
Appendix 3 Economic Benefits
Appendix 4 Maps showing coverage as of June 2021
Appendix 5 Digital Infrastructure Strategic Framework (DISF)
Appendix 6 DISF Delivery Update Report

Contact Details

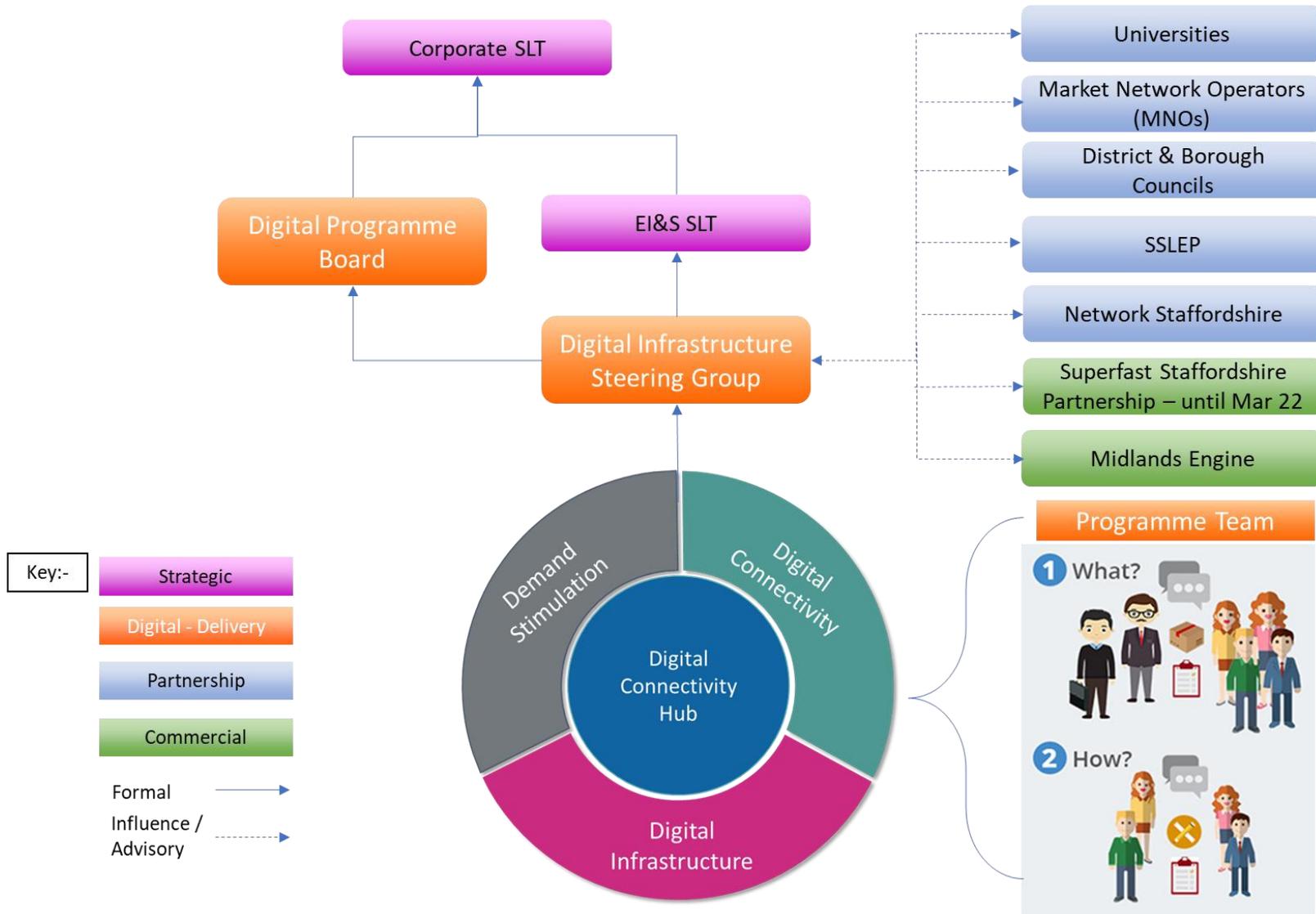
Assistant Director: Anthony Baines, Assistant Director for Skills & Employability

Report Author: Idris Roberts
Job Title: Head of Digital Infrastructure
Telephone No.: 07815 701795
E-Mail Address: idris.roberts@staffordshire.gov.uk

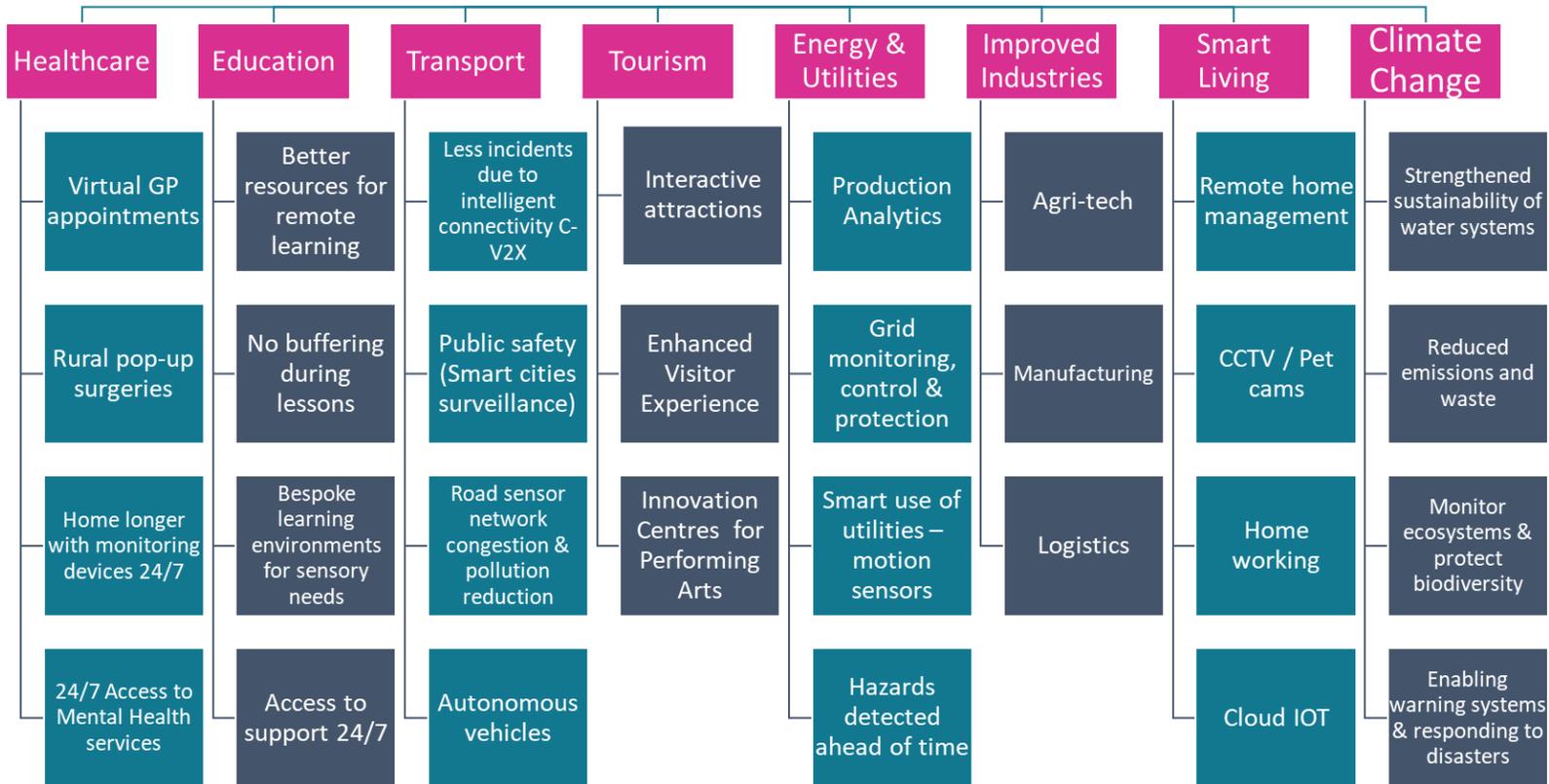
Appendix 1 Milestone Plan



Appendix 2 – Governance Arrangements

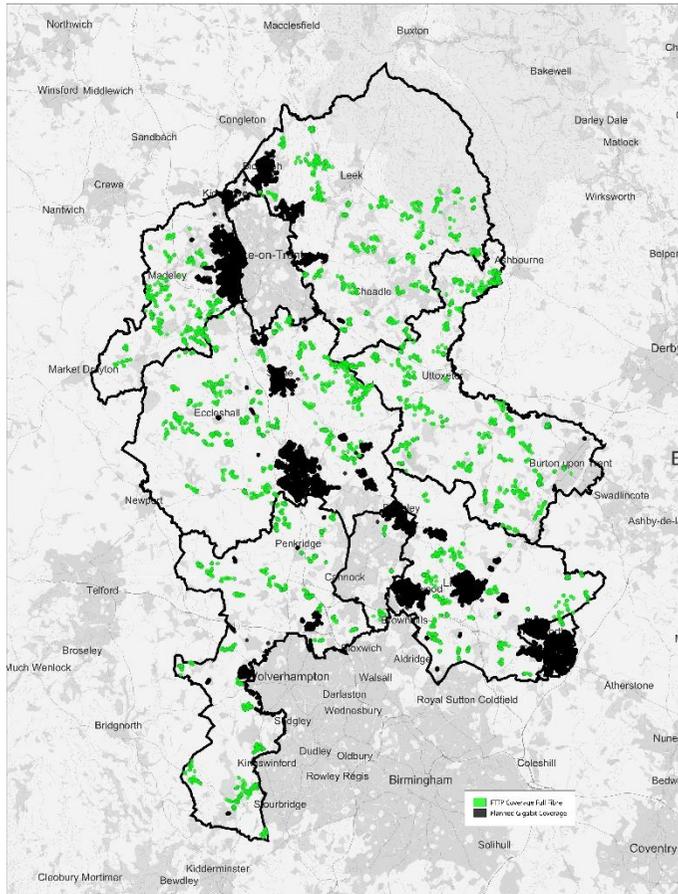


Appendix 3 – Economic Benefits

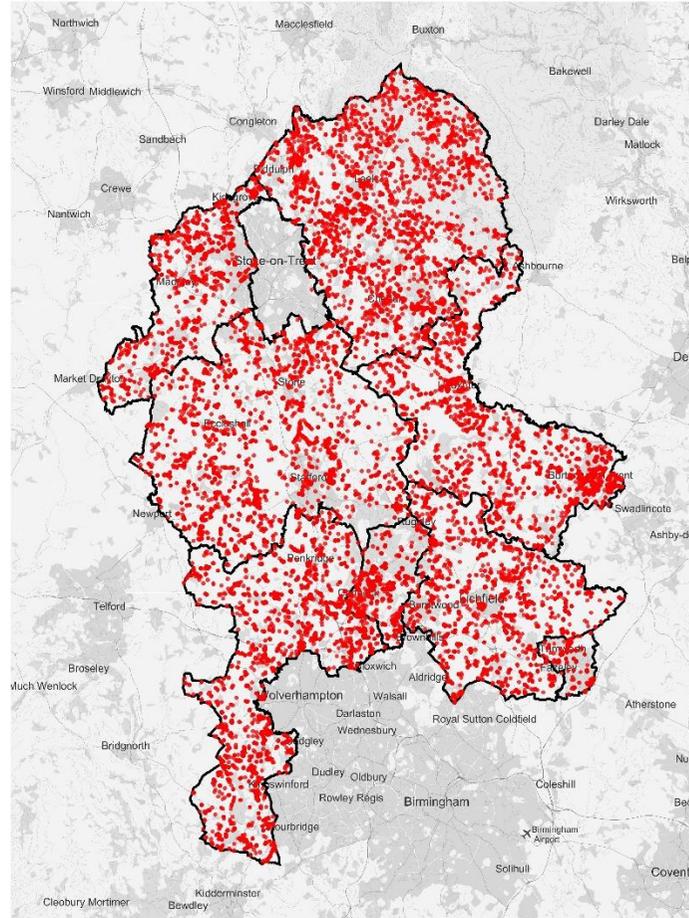


Appendix 4- Maps showing coverage as at June 2021

Staffordshire Premises with full fibre or planned gigabit coverage OMR June 2021



Staffordshire Premises with under 30mbps OMR June 2021



Digital Infrastructure Strategic Framework

“Staffordshire will be a county with access to
100% gigabit connectivity by 2030”

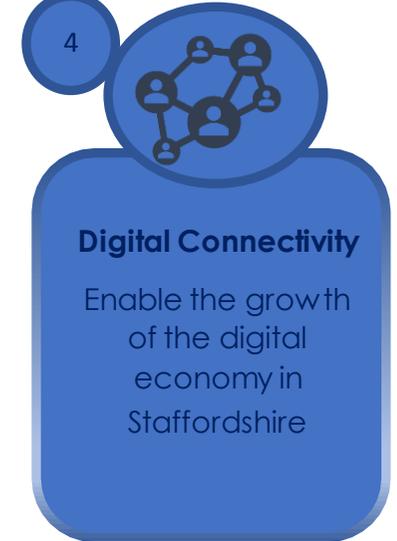
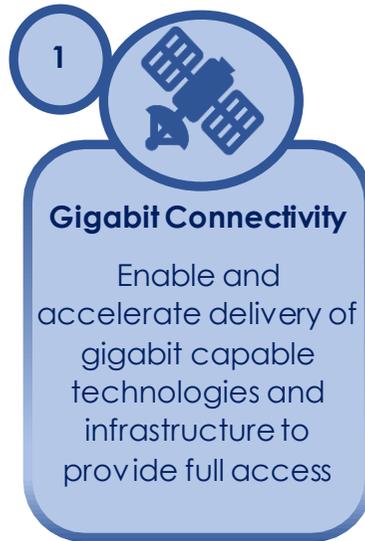
Assistant Director for Skills & Employability

March 2021



Our ambition: "Staffordshire will be a county with access to 100% gigabit connectivity by 2030"

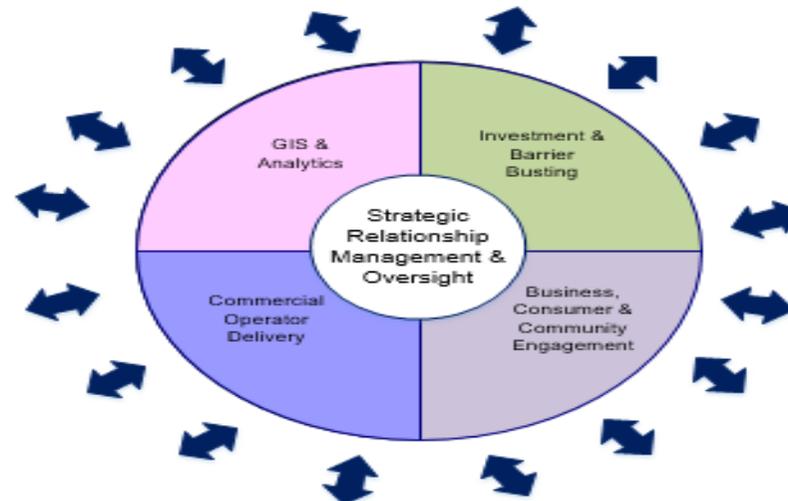
To achieve this, alongside Superfast Staffordshire, we will need to work with Government, industry and local partners, towards **4 key objectives:**



Enabling Digital Delivery – Staffordshire's Digital Infrastructure Strategic Framework

These objectives will **frame a series of actions** which provide a starting point **from which more specific interventions can be developed**, whilst remaining flexible to developments, emerging opportunities and different delivery partners.

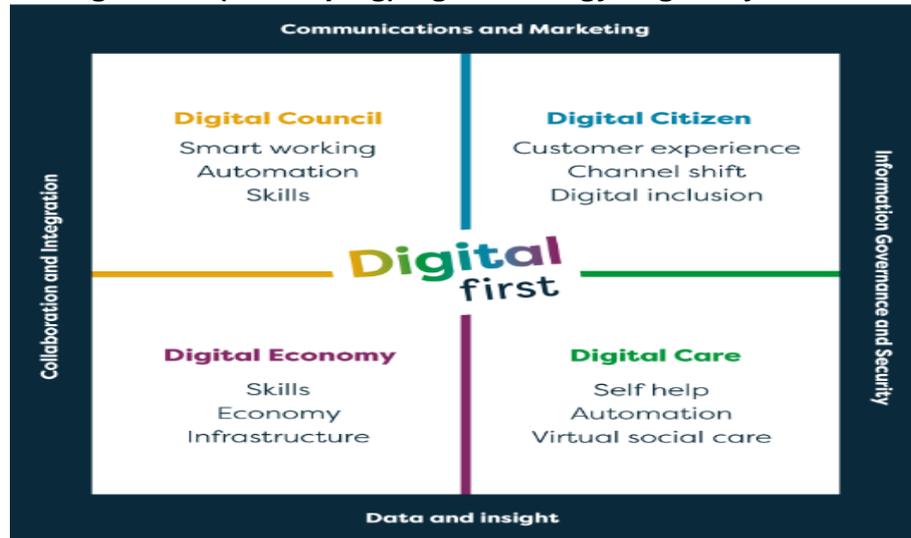
The **Staffordshire Digital Connectivity Hub** concept will ensure co-ordination and delivery



Digital connectivity – why a Digital Infrastructure Strategic Framework for Staffordshire?

Our strategic plan clearly reflects the importance *to be digital, using technology and data to connect, inform and support our citizens*, with the Digital Economy and infrastructure as key strands of the wider digital strategy (see Figure A).

Figure A – (developing) digital strategy, Digital by Default



As reflected in the Local Industrial Strategy **Staffordshire** (and Stoke-on-Trent) **will play a leading role as the UK meets the new challenges of the 21st century, making the transition to a post carbon, more productive and more inclusive economy.** By increasing digital skills, entrepreneurship and the adoption of new technology and techniques, we will develop as a hot spot of business start-up and growth, ensuring our businesses are competitive, whatever their sector, and that more of our communities have the practical help and opportunities they need to succeed.

More new jobs are expected across a range of industrial sectors including the priority sectors of advanced manufacturing and engineering, construction, digital technologies, business & professional services and tourism. **A key consideration over the coming years will be the creation of a ‘greener’, ‘cleaner’ economy and Staffordshire is well placed to take advantage of this** with significant strengths in automotive, construction and energy to name a few.

5G and gigabit connectivity are key to driving this economic growth, both through Covid-19 recovery, and also to the future of the sectors above and supporting ambitions around health and social care provision, rurality, education and skills.

This is fundamentally about low latency gigabit connectivity, acknowledging that 5G is important in enabling progress across this all, **it must be underpinned by the right future proof digital infrastructure.**

Full fibre networks deliver faster, more reliable and more resilient services. It allows for the adoption of applications such as cloud computing, improved productivity and is an enabler for 5G roll out. It is anticipated that the full fibre network will be needed to stay ahead of demand, otherwise the copper network risks becoming a constraint on the potential for future innovation, productivity and growth.

Gigabit connectivity is crucial to Staffordshire’s future, the next great leap forward for infrastructure is proposed to be shaped through this developing **Digital Infrastructure Strategic Framework**, which is for further discussion and development.

The framework approach and the objectives will **frame a series of actions** which provide a starting point **from which more specific interventions can be developed**, whilst remaining flexible to developments, emerging opportunities and different delivery partners.

Digital connectivity - context and where are we now?

The wider context along with the current position for the significant amount of digital connectivity work already underway includes:

- The Government has clear digital connectivity ambitions, informed by the Future Communications Challenge group 2017, analysis of the National Infrastructure and Construction Pipeline and Future Telecoms Infrastructure Review (2018). The ambition is to be as close as possible to **'gigabit broadband access for every home by the end of 2025 and for 5G to be available for the majority of the UK by 2027'**. Gigabit connectivity is crucial to the broader Government mission to 'build back better' as well as a key to creating a fairer, greener and more resilient economy.
- Thinking and work in Staffordshire has been underway for some time around 5G, supported by Network Staffordshire, the LEP and SCC, culminating in a speculative **5G Connected Region Growth Deal Bid** that was submitted to government in February 2020.
- **The power of mobile cannot be underestimated, with a context where no other technology has impacted us like the mobile phone. It's the fastest growing manmade phenomenon ever - from zero to 7.2 billion worldwide in three decades.** The UK's four Mobile Network Operators (MNOs - EE, O2, Three and Vodafone) are focused on realising the power of mobile to improve the lives of their customers and the prosperity of the UK as a whole.
- The **Shared Rural Network (SRN)** looks to transform mobile coverage, countrywide and was developed by the UK's four MNOs with support from Government to address "not spots" and "partial not-spots" generally found in the rural areas. Partial not spots will be addressed by the MNO's sharing masts. The not spots will require £1bn (50:50 Commercial: Government) to address these areas along with the provision of additional masts. **The programme will make 4G mobile broadband available to 95% of the UK.** The operators expect this will extend mobile coverage to an additional 280,000 premises and for people in cars on an additional 16,000km of the UK's roads, boosting productivity and investment in rural areas. This is crucial alongside 5G developments.
- **Rural Gigabit Connectivity (RGC)** is a DCMS and BDUK £5bn programme to address the "final 20%" of premises across the UK that are unlikely to be covered by the commercial operators, the bulk of which are in rural areas. Commercial operators are expected to deliver full fibre services to 80% of the premises, at an estimated cost of £30bn, with the remaining 20%, approx. 6 million premises nationally, requiring significant public intervention (£5bn) to the address market failure.
- **Universal Service Obligation (USO)** for broadband is a UK-wide measure intended as a "safety net" providing a legal right to ensure broadband is delivered to those premises that don't have access to a decent and affordable connection. An estimated 6,000 premises across Staffordshire may be eligible for the USO. Consumers and businesses have been able to request connections since March 2020.
- **Superfast Staffordshire Programme** is a partnership between Staffordshire County Council, Building Digital UK (BDUK) and BT Openreach to deliver the Superfast Broadband programme across the county. More than 80,500 premises have gained access to superfast broadband (>24Mbps) services as a result. Coverage of services has increased from 65% (2013) to 96.62% (2020) providing access to superfast broadband to approximately 378,000 premises across the county. See Appendix A, Map 1 for indication of coverage
- The Superfast Staffordshire contracts contains a **gainshare mechanism** which sees public funding returned to the programme for re-investment if the "take up" of services exceeds the parameters set out in each contract. Due to the hard work of the Demand Stimulation team the current "take up" is 69.5%, well beyond the original 20% forecast. In August 2020 a delegated Cabinet Member decision approved the proposal to utilise £1m of the gainshare funding, to increase the individual voucher values (top-up) of the current Rural Gigabit Broadband Voucher Scheme (RGBVS) which is funded by DCMS and delivered by BDUK. It is forecast that over the gainshare period up to £10m could be returned to the programme, half of which is BDUK's and the balance is as follows; £3.4m committed with the balance £1.6m (ultimately)

available. The approach for future decisions around investing gainshare is being considered to streamline this further.

- **Community Fibre Partnership Support Fund** was developed by the Superfast Staffordshire programme team during 2016 to complement the Community Fibre Partnership (CFP) initiative, where communities can get a quotation from Openreach for the fibre upgrade work. The Superfast Staffordshire team pioneered a 50:50 co-funding approach to help communities benefit from the full fibre upgrades. DCMS have since launched (2019) a Rural Gigabit Voucher Scheme worth £3,500 for SME businesses and £1,500 per residential premise that can be used to support the CFP process, replacing the support fund offered through the Staffordshire programme. This is an excellent example of communities “doing it for themselves”, with some assistance from the Council’s programme team.
- It is estimated as of July 2020, **20,000 premises in Staffordshire do not have access to a superfast broadband service and will require a further intervention** if broadband speeds are to be improved. See Appendix A, Map 2 for distribution of these premises across the county. Typically, these premises are dispersed across the rural areas.
- There are a **number of conversations taking place to foster wider relationships with commercial suppliers in the potential “fibre” marketplace**. Acknowledging many companies can see the benefit of getting their fibre in the ground first and fast it is important that these opportunities are supported across the whole of the county council to accelerate gigabit connectivity developments as much as possible.

It’s clear **there has been significant progress, with a number of positives to build on**. However whilst the Superfast Staffordshire programme has successfully delivered access to superfast broadband services to nearly 97% of the premises in the county, **only 11.42% (circa 45,000) of premises have access to the future proof full fibre “gigabit capable” network**.

It should be noted that approximately 29% (circa 114,000) of Staffordshire premises do have access to technology that can deliver at least 1,000Mbps (or 1 Gbps), with this figure becoming more significant alongside recent developments and ambitions across commercial providers. For example:

- Virgin Media have started to deliver a full fibre solution, such as in Perton and Burton on Trent. **By the end of 2021 the entire Virgin Media network is anticipated to be capable of delivering gigabit connectivity services.**
- BT Openreach are focused on building fibre to the premises (FTTP) faster, cheaper and to high quality. **With a ‘Fibre First’ target to deliver FTTP to 4.5m premises by March 2021 and 20m by mid-to late-2020s**
- In addition there’s a growing mass of alternative network providers, which are attracting significant investment and have some equally big deployment plans. Headline examples include **Cityfibre’s aim of 8m premises after 2025** and **Hyperoptic’s aspiration of 5m premises by 2024, among many others.**

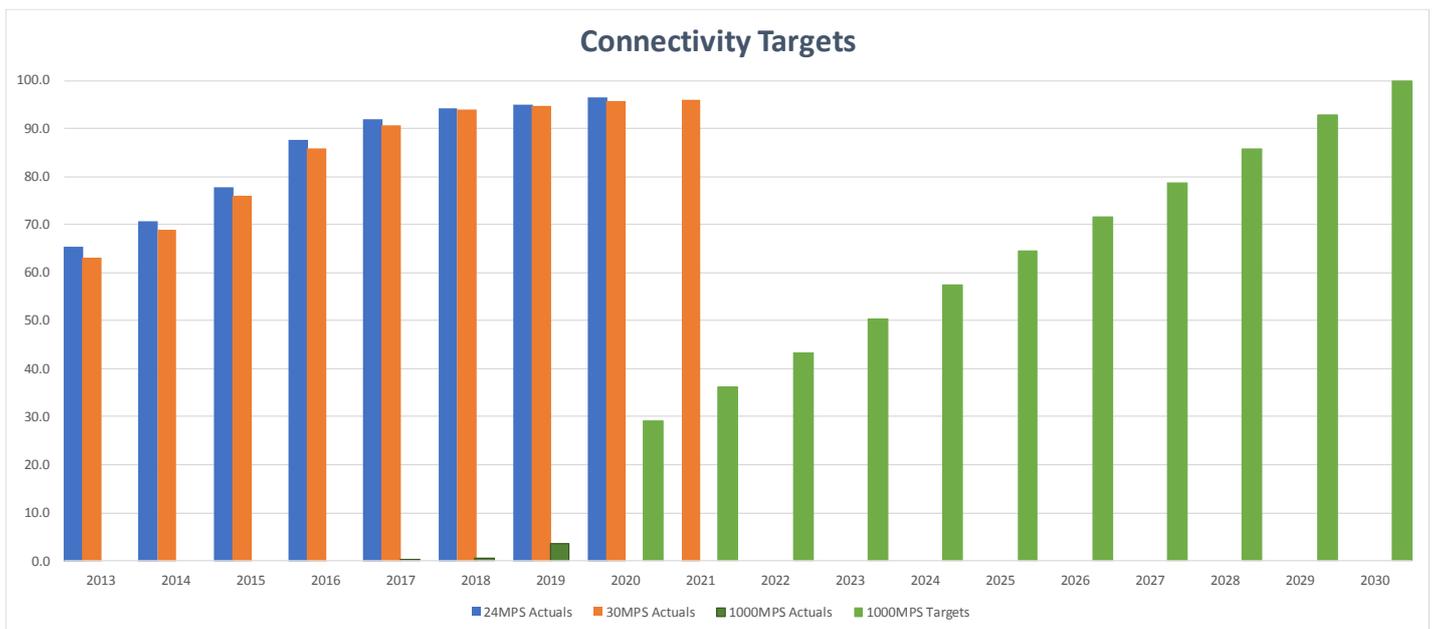
These largely focus on full fibre to the ‘80%’ of premises driven by the commercial operators, rather than the final ‘20%’ requiring public intervention as part of the RGC programme.

It is important to consider alongside this significant focus, the constantly developing ‘market’ and the collaboration with the commercial sector to facilitate efficient delivery of the commercial roll out, which are all crucial to accelerating our digital infrastructure ambition that *‘Staffordshire will be a county with access to 100% gigabit connectivity by 2030’*.

The next great leap forward for infrastructure for Staffordshire is proposed to be shaped through this developing **Digital Infrastructure Strategic Framework**. This is further set out below including:

- **Objectives** – what the framework will achieve
- **Approach** - including the potential role and priorities for the county council and *Staffordshire’s Digital Connectivity Hub* concept
- **Measurement** - through our social, economic and environmental ambitions, supporting our climate change / sustainability targets
- **Target** – forecasted improvement or end state (see also Figure B below)

Figure B – Digital Infrastructure Strategic Framework, end state expectations



As reflected above and in SCCs wider Digital Strategy, **gigabit connectivity is crucial to Staffordshire’s future.**

We need to deliver this.

The developing framework

This Digital Infrastructure Strategic Framework (DISF) sets out delivery of the ambition for digital infrastructure for Staffordshire at a high level.

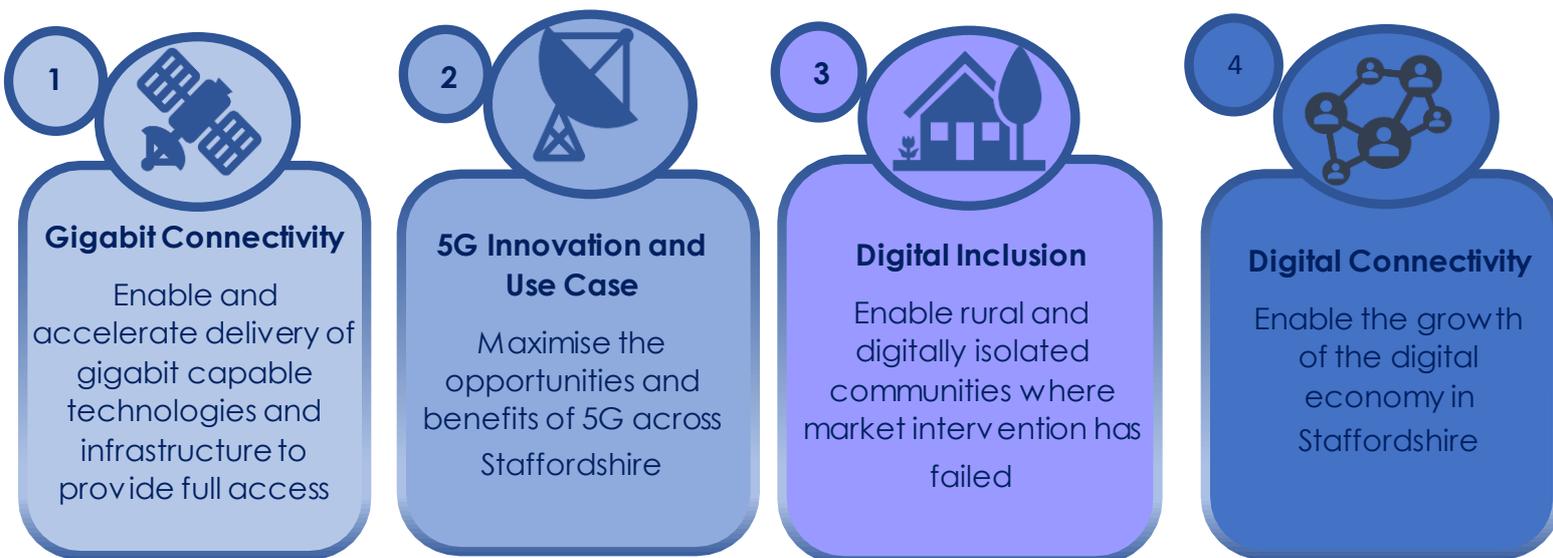
Along with the ambitions and strategic focus highlighted in the Strategic Infrastructure Plan, Local Industrial Strategy, developing Integrated Growth Plan, Digital Strategy and plan, as well as work around the future of health and care and children's system transformation, this framework reflects **the growing importance of digital infrastructure in today's world.**

The approach to digital infrastructure will be key to growing a sustainable local economy with 'clean growth', and supporting education and home working, and all being increasingly vital for accessing essential services such as banking, utilities and access to public services and community support. Ultimately this will ensure we deliver our strategic priorities with our partners.

The ambition:

“Staffordshire will be a county with access to 100% gigabit connectivity by 2030”

This developing strategic framework will influence decision-making, trigger investment and effect collaboration. Whilst there is further work to define the goals and targets, **the objectives of the Digital Infrastructure Strategic Framework** are;



These objectives will **frame a series of actions** which provide a starting point **from which more specific interventions can be developed**, whilst remaining flexible to developments, emerging opportunities and different delivery partners.

As we cannot define our end state expectations fully, an 'agile approach' will mean we can respond to changing requirements and supports collaboration with different delivery partners (further set out in 'How we will deliver this – proposed governance and approach).

Looking across the above 4 objectives, the below summarises **where we are now, along with key actions and high-level outcomes**, all for further discussion and development.



To enable and accelerate delivery of gigabit capable technologies and infrastructure to provide full access

Where are we now?

Superfast Staffordshire:

- Investing £32m between 2013 –2021:
- 24mbps (NBS 2013) coverage 96.6%, approx. 20,000 premises remaining.
- 30mbps (NBS 2016) coverage 96.1%,
- Gigabit capable (1,000mbps plus) 30% - of which 12.32% is full fibre
- National estimates are that around 20% of premises will require public sector intervention to gain access to gigabit capable service.
- 80% of all premises are expected to be delivered through commercial activity.
- "Take up" of superfast broadband services 70%.
- 4G coverage (telephone connectivity) across 97% nationally.
- Clarity on fibre coverage/speeds and "not-spots" across Staffordshire (Superfast Staffordshire)
- Limited clarity on 4G coverage and fixed wireless coverage – including masts that the Home Office has built but not connected and the Emergency Service Network (EE)
- Partial picture of commercial operators – only larger operators (Openreach and Virgin).
- Various public sector assets have been identified as below with assets partially mapped:
- Strong commercial relationship Openreach through Superfast Staffordshire.
- Emergent commercial relationships with other commercial operators
- Engagement and influencing role with public sector partners including DCMS / BDUK and ADEPT Digital Connectivity Board.

Priority actions and high-level outcomes

1. To understand **connectivity coverage and speeds** of digital infrastructure (fixed fibre, mobile 4G and satellite) across Staffordshire to understand gaps in provision.
2. To understand how **public sector assets and our partners assets** can be used to facilitate connectivity.
3. **Ensure Staffordshire is investment ready and provides support** to operators to locate;
 - a) Engagement of commercial suppliers to facilitate the commercial roll-out of digital infrastructure;
 - b) Understanding their plans for rollout of digital infrastructure; and
 - c) Influencing and directing operators to meet the gaps in the market, where required including ESN
4. To develop a **Barrier Busting “Red Carpet” approach** to support investment in digital infrastructure in Staffordshire.
5. Continue delivery of **Superfast Staffordshire** to deliver the current programme and work with partners to address the “Final 5%”.
6. To promote future connectivity to take advantage of **benefits of working and living digitally and more sustainably**.

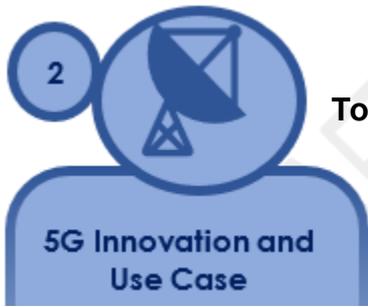
This will:

Ensure SCC and partners have a consistent approach to ‘break down any barriers’ to growth and investment – with the full fibre network as a catalyst for future gigabit capable deployment.

Maximise market-led delivery of gigabit-capable broadband connectivity.

Support wider ambitions, such as in health and care, e.g. Virtual Social Care offer, health care robotics developments (e.g. Pepper the Robot and Robear). Digital connectivity will enable this transformation and further focus on prevention and care provision within the community.

Much of the activity under this objective will support the delivery and act as an enabler for the other objectives – e.g. understanding coverage, developing commercial relationships, “Red Carpet” approach.



To maximise the opportunities and benefits of 5G across Staffordshire

Where are we now?

- Limited 5G coverage – not currently mapped for Staffordshire but expected to be low due to the rural nature of the county
- Planning applications and installation of 5G masts across B/D councils by operators – rapidly evolving
- Exploration of 5G Test Beds and infrastructure is underway

Staffordshire 5G Connected Region Growth Deal:

- Partnership with SSLEP members as part of 5G Connected Region Growth Deal.
- Supported by Network Staffordshire, the LEP and SCC, this proposal supports the ambitions of the DISF and was signed off by SSLEP Board and submitted to central government in late February 2020. This is a key Network Staffordshire priority

Priority actions and high-level outcomes

1. To work with operators and stakeholders **to understand the capability and uses for 5G technology** in Staffordshire.
2. To work with operators and stakeholders **to develop business case for the rollout of 5G technology in different sectors, organisations, settings and sites** including 5G test beds and pilots.
3. **Engagement of commercial operators** to facilitate the commercial roll-out of 5G technology.
4. Continue to work with Government, SSLEP and local partners to support delivery of the **Staffordshire 5G Connected Region Growth Deal bid.**

This will:

Ensure we maximise use of our and partners assets to support access to gigabit capable connections and 5G (and 4G) connections

As this develops it will further inform the wider DISF priorities



To enable rural and digitally isolated communities where market intervention has failed

Where are we now?

- 20,000 households and business premises across Staffordshire do not have access to a superfast broadband service (<24Mbps)
- Usually located in the rural areas, although there are small pockets in urban locations
- DCMS forecast that 20% of premises in the UK, mainly in rural areas will require a public sector intervention to gain access to a gigabit capable service (1,000Mbps).
- The £5bn Rural Gigabit Connectivity “Outside In” is in development to address this market failure
- Rural Gigabit Broadband Voucher Scheme (£200m) currently available:
 - SME businesses premises £3,500
 - Residential premises £1,500
- £1m Gigabit Broadband Voucher “Top-up” scheme launched, providing an additional £2,000 per premise (<30Mbps). The Superfast Broadband Programme is currently supporting around 50 communities to access the “Top-up” scheme.

Priority actions and high-level outcomes

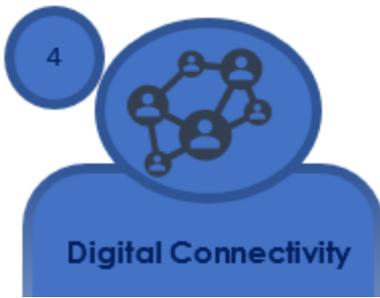
1. To continue **delivery of Superfast Staffordshire Programme**
2. Work with DCMS / BDUK to shape next round of the **Rural Gigabit Connectivity Programme**
3. To **support communities** to take advantage of support on offer and “doing it for themselves” (e.g. Community Fibre Partnerships)
4. To **maximise usage of government support and gainshare funding** currently available (e.g. Rural Gigabit Broadband Voucher Scheme)
5. To identify **infrastructure gap analysis and develop a priority investment plan for digitally isolated communities** (“what is required and where”) to provide local solutions
6. To promote future connectivity to rural communities to take advantage of benefits of **working and living digitally and more sustainably**
7. To ensure the **Universal Service Obligation** is delivered in Staffordshire and delivery of the **Shared Rural Network Programme**

This will:

Ensure the “final 20%” of premises that are not commercially viable and cannot currently get a full fibre service are addressed

Help to tackle digital inclusion ‘accessibility’ issues

Be a key foundation to 100% gigabit capable access across the whole of Staffordshire by 2030



To enable the growth of the digital economy in Staffordshire

Where are we now?

- **Strategic Infrastructure Plan (SIP)** - contains a partial overview of the digital infrastructure projects required to support employment and housing growth and their costs for the period up to 2038. The estimated public subsidy requirement for all houses to have Full Fibre access is around £350m for existing premises in Staffordshire (and Stoke-on-Trent) and around £10.8m for planned housing growth up to 2038
- **SSLEP Local Industrial Strategy** – highlights the aim to increase digital skills, entrepreneurship and the adoption of new technology and techniques, we will develop as a hot spot of business start-up and growth, ensuring our businesses are competitive, whatever their sector, and that more of our communities have the practical help and opportunities they need to succeed
- **Staffordshire's Economic Recovery Strategy** – to lead Staffordshire's economic recovery from Covid-19 and renewal and transformation into a thriving, digital, high-value and clean economy. There is an opportunity to speed up plans for high-quality digital infrastructure and connectivity across the county to build on the rapid shift many businesses made to remote working and digital operation during the pandemic
- It will also support a shift towards a low carbon, clean economy by encouraging the growth of clean, high value and transformational sectors
- **SSLEP 5G Growth Deal Bid** – includes proposals for 5G networks and supply chains to drive forward the 4th Industrial Revolution

Priority actions and high-level outcomes

1. To **use connectivity to drive economic growth in employment sites and housing developments.**
2. To ensure improved digital connectivity **supports revitalisation of town centres.**
3. To ensure that **policies and strategy plans around all types of develop promote digital connectivity.**
4. To **ensure that major, strategic economic developments is prioritised in connectivity infrastructure roll-out** through Local Plans and Policies.
5. To **ensure we have the right skills and workforce** to deliver the digital infrastructure.
6. To ensure that **key sectors have access to digital connectivity** brings to drive forward the Fourth Industrial Revolution.
7. To **ensure that we have the right digital connectivity to support a sustainable, low carbon, green economy.**

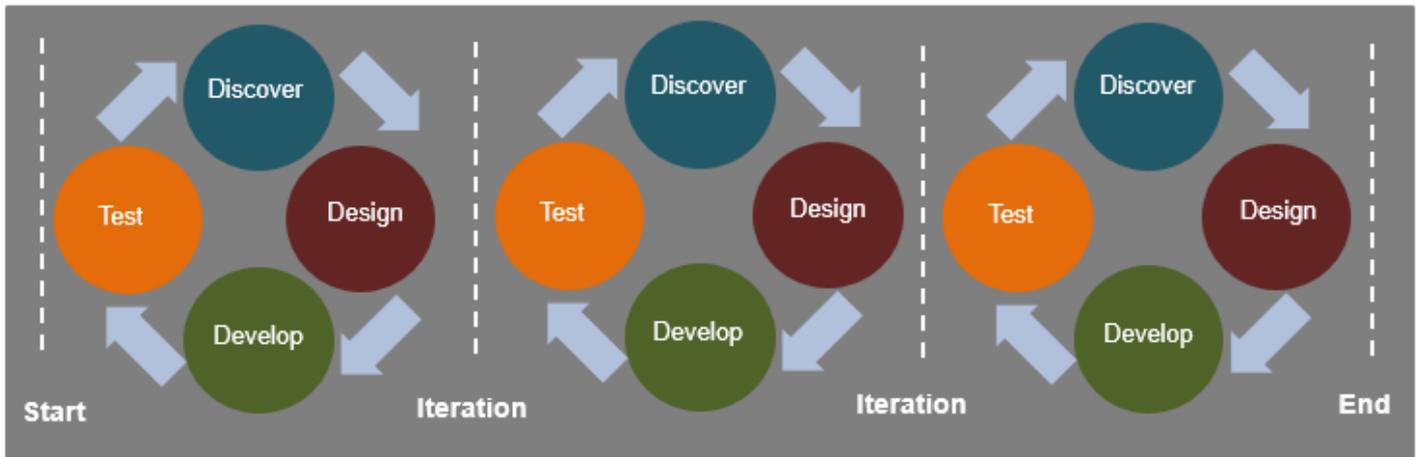
This will:

Maximise every opportunity through digital infrastructure to ensure Staffordshire has the right digital connectivity to support a sustainable, low carbon, green economy

How we will deliver this (1) - proposed governance

As we are not in a position to define our end state expectations fully, an **agile approach** to project management will mean **we can respond to changing requirements and support collaboration with different delivery partners**.

This will allow the framework to be flexible and maximise opportunities, adjusting for changes and issues as they arise. It will also ensure that we can 'get the ball rolling' building on the momentum outlined across the objectives. The team responsible for delivery will come together to plan 'what and how' to deliver the products through a series of 'sprints'. This means there are opportunities to take stock and re-scope where required.



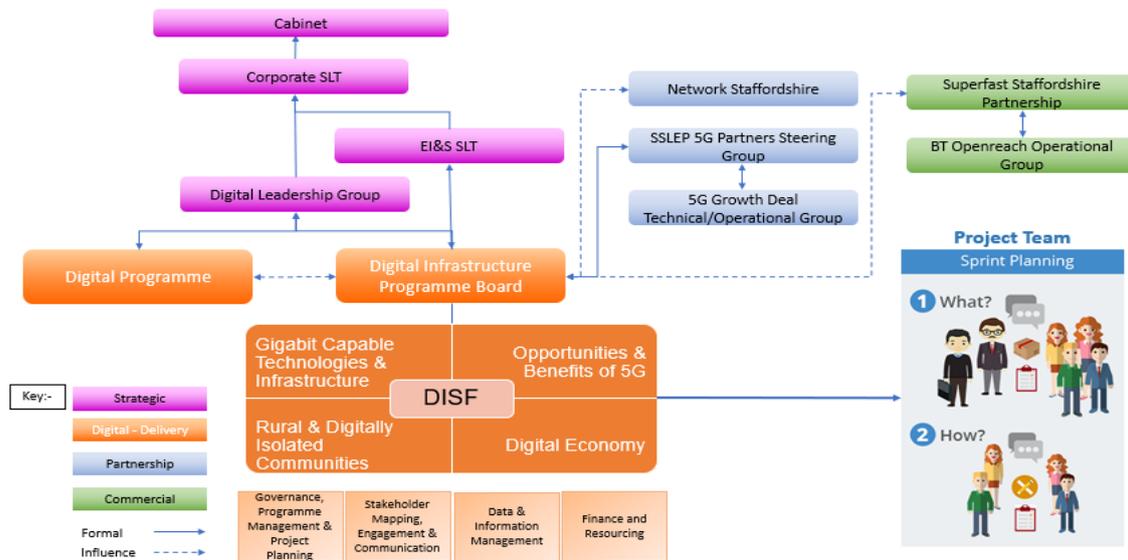
To compliment the 'Agile' approach, progress against the framework's objectives and ambition is to be reviewed annually, from 2021 onwards with quarterly updates (in line with Integrated Performance reporting).

Whilst it is not possible to develop a detailed plan for the whole framework as this will change as opportunities arise and technology changes, the initial activity to mobilise the programme is included in the developing 'Roadmap' for the Digital Infrastructure Strategic Framework 2020/21 (see Appendix B)

It is important to ensure the proposed Digital Infrastructure Strategic Framework **has the right strategic oversight and coordination in place to progress SCCs role in transforming digital infrastructure**. The DISF will be overseen politically by the 2 relevant Cabinet members reporting into Cabinet and the new Infrastructure sub-committee.

The overall proposed Governance is set out below in Figure C.

Figure C – Digital Infrastructure Strategic Framework Governance



Whilst much of this is already in place, a key addition is to establish a **‘Digital Infrastructure Programme Board’**. Further details around this and the draft Terms of Reference are in Appendix B.

The role of the a ‘Digital Infrastructure Programme Board’ is to provide strategic oversight, coordination and progress monitoring for SCCs role in transforming digital infrastructure, supporting the principles of the SCC vision *“Be digital, using technology and data to connect, inform and support our citizens”* and drive *“recovery, renewal and transformation into a thriving, digital, high-value and clean economy”* by:

1. To **enable and accelerate delivery of gigabit capable technologies and infrastructure to provide full access.**
2. To **maximise the opportunities and benefits of 5G** across Staffordshire.
3. To **enable rural and digitally isolated communities** where market intervention has failed.
4. To **enable the growth of the digital economy in Staffordshire.**

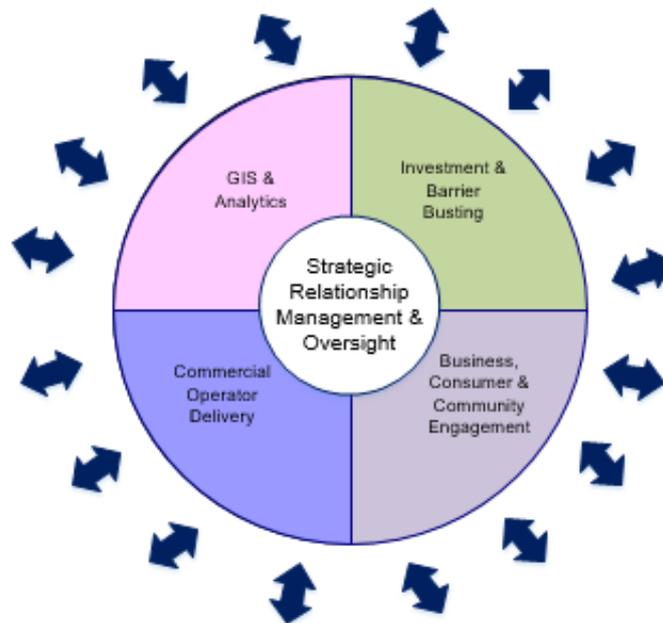
Pending wider discussions with SLT, nominations are invited for membership of the Digital Infrastructure Programme Board.

How we will deliver this (2)- Staffordshire Digital Connectivity Hub

The proposed **Staffordshire Digital Connectivity Hub** is the outline concept of how SCC will deliver the **objectives, priorities and ambition** that *Staffordshire will be a county with access to 100% gigabit connectivity by 2030.*

Figure D and the below provides a high-level summary of the Hub and the scope of the core functions:

Figure D – Staffordshire Digital Connectivity Hub



Whilst some of the functions are already in place, **this will need further development to pull the suggested core functions together (either virtually or otherwise) and to fully establish the Digital Connectivity Hub.**

The scope of the core functions:

- Strategic leadership
 - Connectivity agenda
 - Economic development, growth and the Digital economy
 - Operators relationships
 - Conduit for feedback to business, consumer and community issues.
 - Improving connectivity
-
- Business intelligence and planning
 - Mapping function
 - Identify investment priorities
 - Align coverage, assets and network operator plans



- 'Red Carpet' approach for potential investors
- MOUs, NDAs, SLAs
- Economic Growth and Digital Economy
- SIP, LIS, Economic Recovery Strategy
- 5G Use Cases – test beds and pilots
- Partner engagement – universities, B/D councils
- 5G Growth Deal agenda
- Workforce



- Rural and digitally isolated communities
- Understand and link local gaps / needs / priorities to commercial operators' opportunities and response required (product/service/solution)
- Help communities understand options and opportunities
- Join up local businesses and community requirements with operator plans
- Demand stimulation
- Co-ordinate / facilitate access to products, services and support



- Commercial operating model
- Operational and technical support
- Stimulate and guide operators to areas of need
- Commercial and partner relationships to facilitate product development and deployment opportunities
- Influence commercial operators
- Technology and product development and deployment
- Plan of known commercial opportunities – link to need/priorities
- Opportunity led
- Links to delivery of Superfast Staffordshire and Shared Rural Network



This **concept approach is intended to be flexible and will co-ordinate and drive delivery of the objectives and priorities**, accepting that these will develop further over time.

List of Background Documents/Appendices:

www.thinkbroadband.com (Oct 2020) – Further information on Universal Service Obligation eligible premises across Staffordshire and Superfast Staffordshire and gigabit capable coverage

Appendix A – Superfast Staffordshire coverage maps

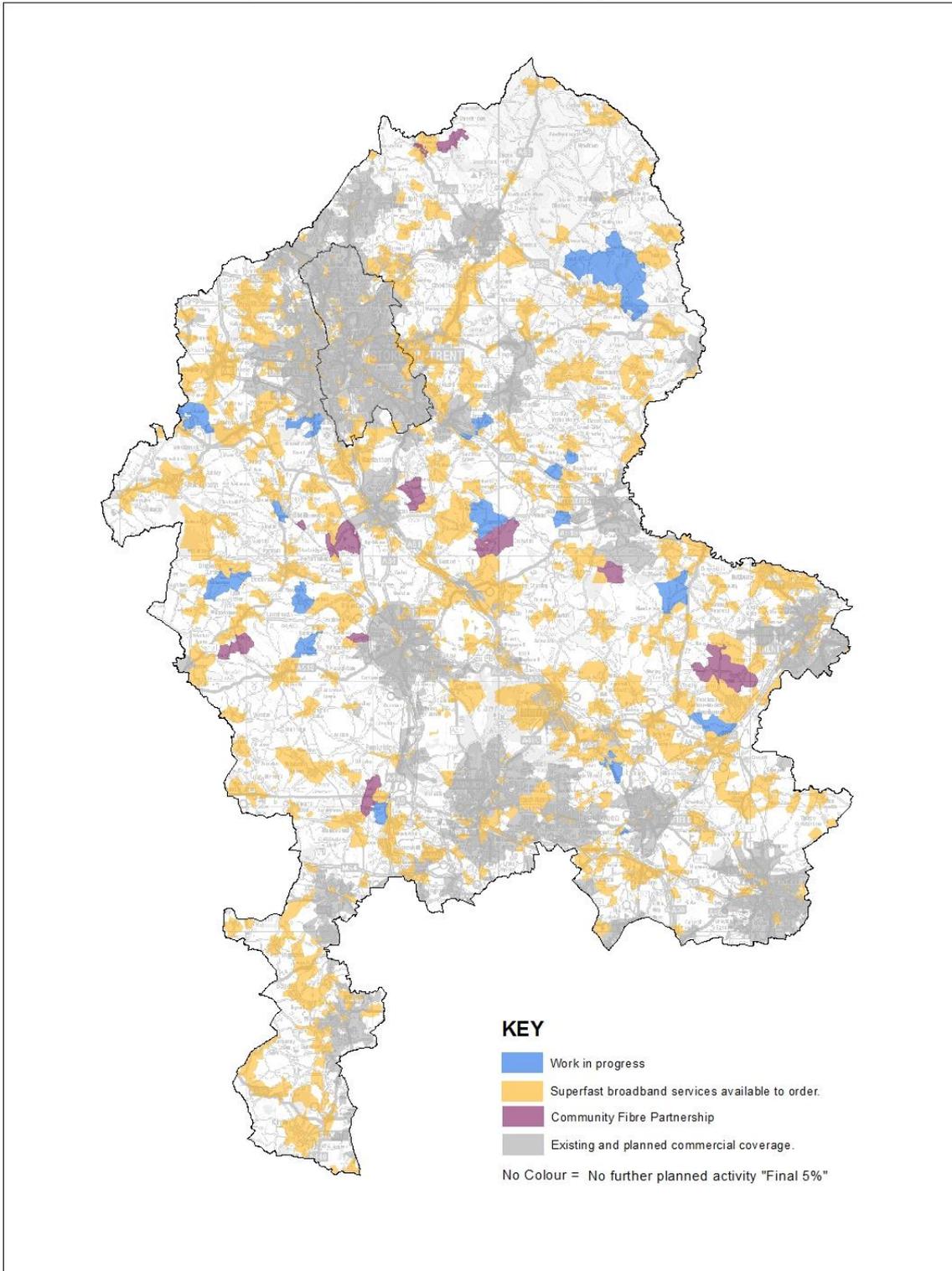
Appendix B - proposed DISF Governance and Terms of Reference

Appendix C- (Draft) Roadmap to mobilise the Digital Infrastructure Strategic Framework (2020/21)

Appendix A – Superfast Staffordshire coverage maps

Map 1

Superfast Staffordshire NGA Map May 2020

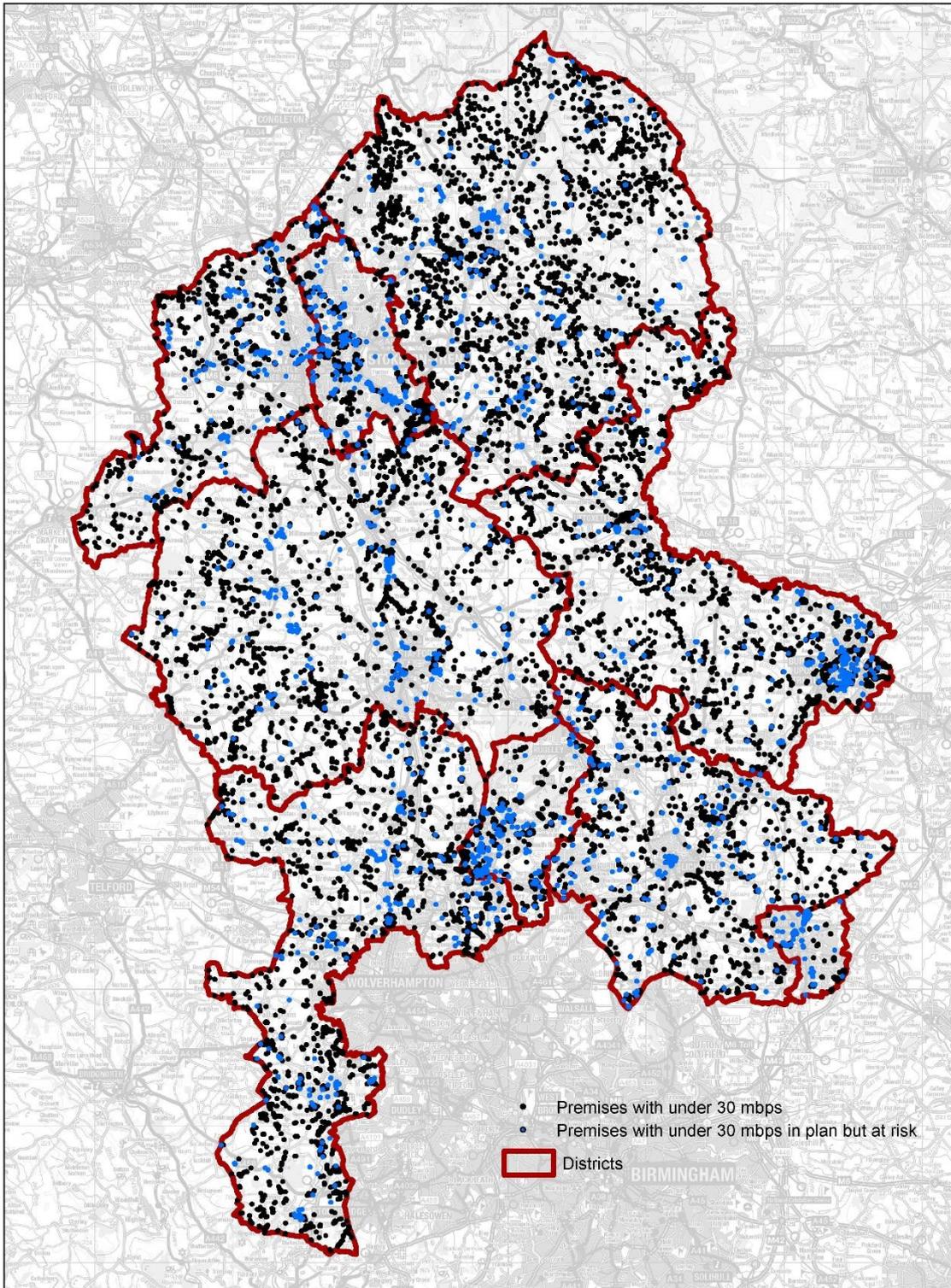


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Produced by Superfast Staffordshire, Staffordshire County Council, 2020.



Map 2

Staffordshire Final 5% Premises OMR 2018. (February 2020)



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Produced by Superfast Staffordshire, Staffordshire County Council, 2020.



Appendix B - Terms of Reference for Digital Infrastructure Programme Board

Digital Infrastructure Strategic Framework Programme

Governance Structure & Terms of Reference

Programme Title	<i>Digital Infrastructure Strategic Framework Programme</i>
Sponsor	<i>Anthony Baines</i>
Senior Responsible Officer	<i>Anthony Baines</i>
Programme Manager	<i>To be confirmed</i>

Version	Changes Made	Author
<i>V0.1</i>	<i>DISF TORs</i>	<i>Kirsty Alldread</i>
<i>V0.2</i>	<i>Minor amendments</i>	<i>Kirsty Alldread</i>
<i>V1.0</i>	<i>Approved by</i>	

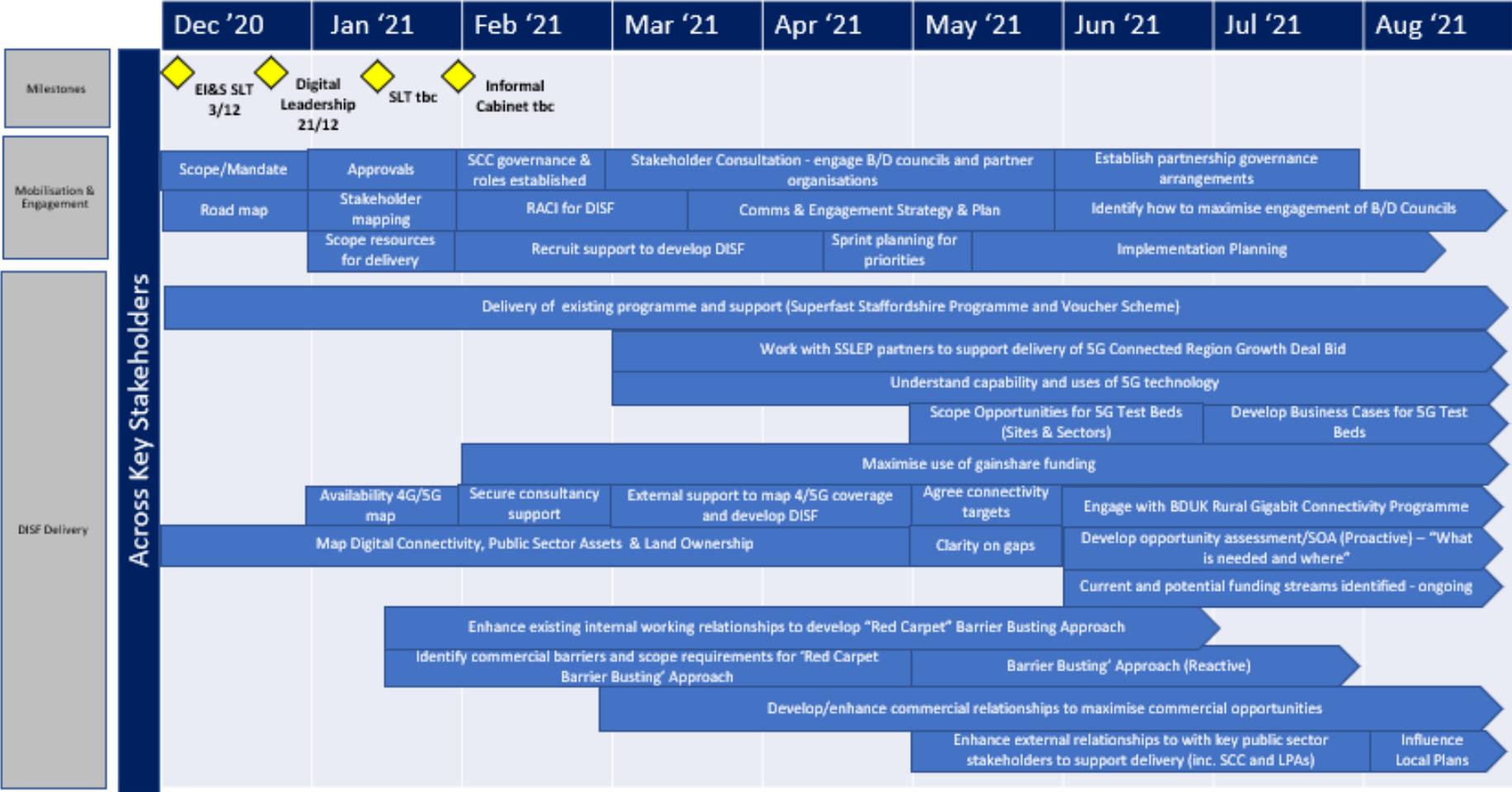
Terms of Reference

Meeting Title	Digital Infrastructure Programme Board	
Chair Person	<i>Anthony Baines, Assistant Director for Skills & Employability.</i>	
Purpose	<p>To provide strategic oversight, coordination and progress monitoring for SCCs role in transforming digital infrastructure supporting the principles of the SCC vision “Be digital, using technology and data to connect, inform and support our citizens” and drive “recovery, renewal and transformation into a thriving, digital, high-value and clean economy” by:</p> <ul style="list-style-type: none"> – enabling and accelerating delivery of gigabit capable technologies and infrastructure to provide full access. – Maximising the opportunities and benefits of 5G across Staffordshire. – enabling rural and digitally isolated communities where market intervention has failed. – enabling the growth of the digital economy in Staffordshire. 	
Attendees – <u>For SLT nominations</u>	<i>Anthony Baines</i>	Assistant Director for Skills & Employability (Chair)
	Louise Clayton	Head of Transport Operations & Future Connectivity
	Paul Chatwin	Superfast Staffordshire Programme Manager
	Mark Russell	Connectivity Project Officer
	tbc	Highways and Built County rep
	tbc	Finance rep
	tbc	Strategic Property rep
	tbc	ICT rep
	tbc	Public Health rep
	tbc	Families and Communities rep
	tbc	Communications rep
	tbc	Legal rep
	tbc	Property rep
	tbc	Strategic Delivery Manager rep
Prime Responsibilities	<ul style="list-style-type: none"> • To define the programme’s scope, vision and blueprint and objectives for digital infrastructure in Staffordshire by 2030. • To provide strategic leadership and direction for the programme. • To ensure the programme aligns with key strategies, other programmes and stakeholder requirements and to manage any interfaces and dependencies effectively. • To support delivery of the LEPs Growth Deal to deliver a Staffordshire 5G Connected Region. • To ensure effective governance for the programme. • To take all major decisions in respect of the programme reporting into the Digital Leadership Group and onto SLT through the current Corporate Performance Management process, and to the Cabinet Lead for Digital as required 	

	<ul style="list-style-type: none"> • To develop a co-ordinated roadmap of delivery milestones in line with the ambitions. • To monitor progress and performance and ensure the programme remains within the key constraints of time, cost and quality. • To forecast digital connectivity requirements for all stakeholders (businesses, residents and public sector organisations) and the most appropriate way of meeting these. • To engage public and private sector partners and commercial operators to meet these gaps or to forward delivery of the vision. • To identify how to maximise commercial opportunities and to lead development of relationships with key commercial partners (red carpet barrier busting) to achieve this. • To identify and maximise opportunities of new and emerging technology and lead its implementation to improve connectivity within Staffordshire. • To ensure the capabilities delivered are fit for purpose. • To outline cost for delivery of digital infrastructure to meet our vision, identify how this might be funded and secure delivery • To resolve or mitigate risks or issues that are escalated. • To ensure that there is an appropriate approach to the achievement of financial and non-financial benefits and that they are realised. • To lead and deliver communication and engagement for the DISF.
Frequency	To be determined
Required	Reporting to be determined
Meetings	<ul style="list-style-type: none"> • For a meeting to be quorate either <i>Anthony</i> Baines (or nominated Chair) must be present in addition to a further 3 core members. • The meeting will be chaired as a formal meeting, including members who attend by MS Teams. • Meeting agendas will be prepared will be distributed (along with any supporting documents) approximately 5 days before the Board Meetings. • Members will be expected to have reviewed the documentation prior to the meeting and, where appropriate, consult with members of the wider organisation to provide comprehensive input to the discussion. • Risk management will require the risk register to be reviewed by each member prior to the meeting and discussion will take place regarding any escalations or points for decision to ensure effective management of mitigations, risks and issues. • Communications management will require formal communications external to SCC to be approved by the Chair prior to circulation. • Where it is not possible to distribute documents in advance (for example due to late submission), the Board will consider whether it is able to make any decisions required and may decide to remove the relevant item from the agenda. • The Board will require any lengthy documents to be supported by a brief presentation stating the key aspects for consideration and decisions required. • Draft action notes will be circulated within 5 working days following the meeting.

	<ul style="list-style-type: none"> • Standard Agenda Items: <ul style="list-style-type: none"> • To be confirmed • Members should note that occasionally confidential subject matter will be discussed at Board meetings. There is an expectation that in these cases the sensitivity of the subject matter will be respected, and Board members will not share any detail outside the Board itself • While there will not be a routine declaration of interest at each meeting, Board members are expected to identify where a conflict of interest has arisen.
Amendment, Modification or Variation	Once signed off, this Terms of Reference can only be amended by agreement with the Digital Infrastructure Programme Board.

Appendix C- Digital Infrastructure Strategic Framework Roadmap for Mobilisation– Dec 20 to Aug 21



Digital Infrastructure Strategic Framework

Delivery Update Report

March 2022

Idris Roberts, Iona McPhee, Emilie Kundolf

Background

In March 2021, the Digital Infrastructure Strategic Framework (DISF) set out Staffordshire’s ambition for digital infrastructure at a high level.

“Staffordshire will be a county with access to 100% gigabit connectivity by 2030”

In addition to the delivery of Superfast Staffordshire, the DISF set out 4 key objectives:

- i. Enable and accelerate delivery of gigabit capable technologies and infrastructure to provide full access
- ii. Maximise the opportunities and benefits of 5G across Staffordshire
- iii. Enable rural and digitally isolated communities where market intervention has failed
- iv. Enable the growth of the digital economy in Staffordshire

Evolution of the DISF

Building on the direction set out in the DISF and to progress the Superfast Programme into the next stages of development, two new roles have been appointed within the organisation. A “Head of Digital Infrastructure” and a “Digital Infrastructure Coordinator” have joined a small programme team (also referred to as the Digital Connectivity Hub) to progress and add detail to how the ambition set out in the DISF can be achieved.

The previous mission statement focussed on delivery of infrastructure, but it needs to be recognised that the deployment of digital infrastructure alone will not deliver desired outcomes and a revised statement has been agreed:

“Accelerate delivery of gigabit capable technologies, maximising the opportunities and benefits for the businesses and residents of Staffordshire to enable the growth of our digital economy”

We have also included a fifth objective:

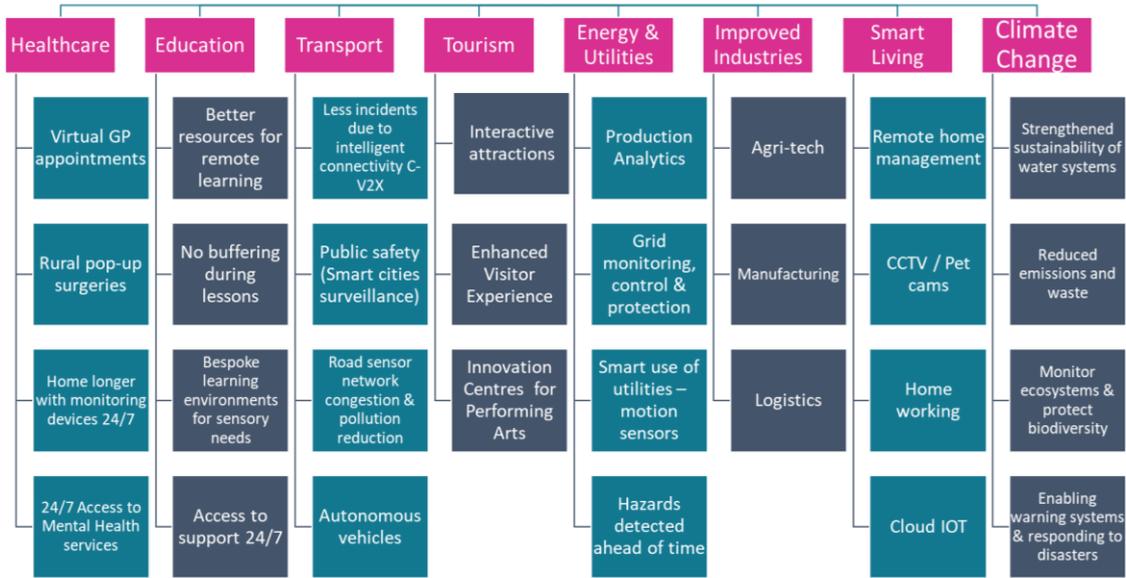
- v. Demonstrate the benefits of gigabit technology to businesses and communities

Potential Benefits

Digital connectivity - including wireless, wired, and satellite technologies - is widely referred to as ‘the utility of the 21st century’. It drives all aspects of smart towns and cities, and key components of economies and societies. Digital connectivity has also been a crucial tool in the context of COVID-19 response and recovery; it has enabled remote working and learning, e-commerce, as well as critical communications.

We know that full fibre infrastructure built into the fabric of homes, offices, highways, signage, street furniture, public buildings and medical facilities can connect, integrate and enable many applications. This will provide an important contribution to achieving Staffordshire’s strategic vision - enabling people to be healthier and independent for longer, allowing access to more good jobs, and helping to develop thriving, sustainable communities.

Improved digital connectivity demonstrates vast potential benefits across a range of sectors. Some of the key benefits to Staffordshire businesses and residents are likely to include:



Economic benefits

It is predicted (using figures from the DCMS Autumn statement) that the benefit to cost ratio of Gigabit projects will deliver benefit between £2.70 and £3.80 rising to between £3.60 and £5.10 by 2030.

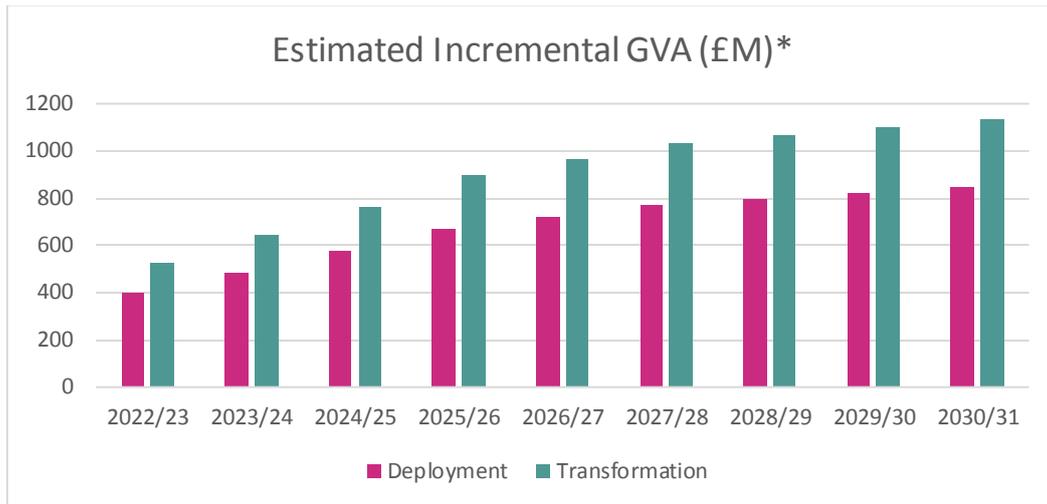
DCMS Project Gigabit is estimated to deliver an additional GVA benefit of between £280M and £500M to Staffordshire by 2030, as well as*:

- Increased employment by between 0.6% and 1.7%
- Productivity improvements, increasing turnover per worker by up to 3.8%
- Genuinely new migration of businesses into the area, resulting in an increase of between 0.4% & 3.2%

*Source: broadbanduk.org (2019)

Financial benefits

In developing the strategic investment case, it has been assumed that there is a basic GVA benefit to the **deployment** of digital infrastructure and we can predict the additional GVA benefit of early adoption of these services, that enable the **transformation** of businesses and communities. Please see below:



*Based upon figures used in the DCMS Autumn 2021 statement forecasts for digital take up

Outcomes

Through the development of a Logic Chain (see Appendix 1), the Digital Infrastructure Programme can demonstrate how it is intrinsically linked to the organisation's strategic goals, supporting and enabling the below outcomes:

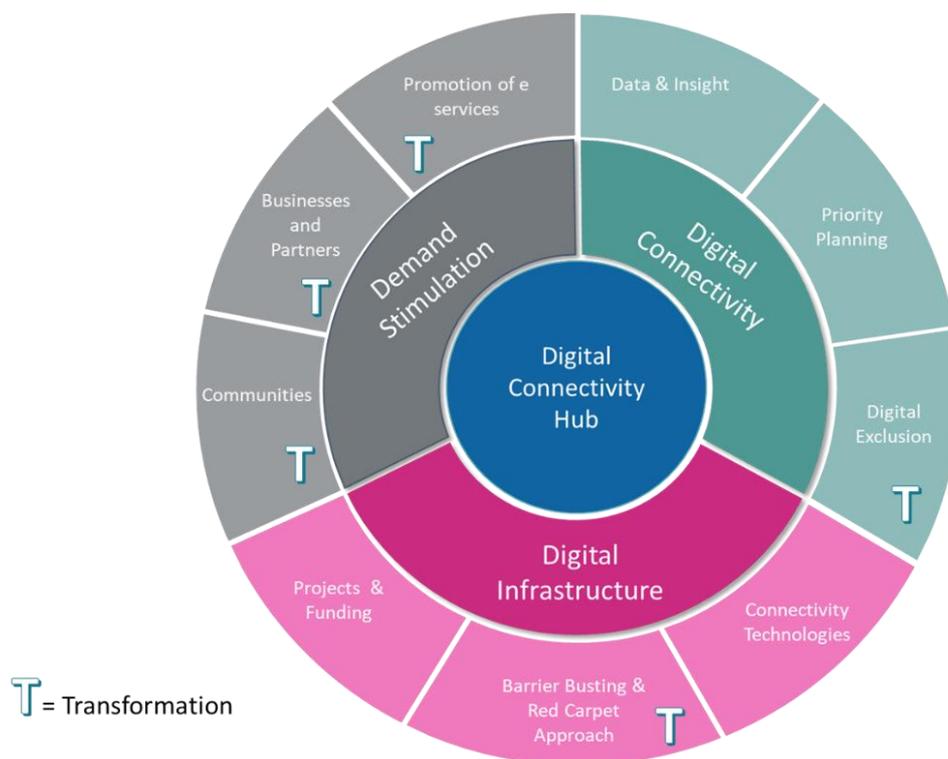
- Economic growth
- Making Staffordshire an attractive County to invest, live, work and play
- Transformation of the Digital Economy
- Delivery of digital public services
- Education improvements
- Healthy independent living
- Supported families and communities
- Supporting Climate Change initiatives
- Increased digital inclusion

Programme Development

In addition to the **deployment** of digital infrastructure, the proposed programme structure expands on the DISF and emphasises the importance of access to digital connectivity and take up (adoption) of connectivity technologies to maximise potential benefits.

It is critical for Staffordshire to deliver on **transformational** elements to accelerate and maximise realisation of benefits and deliver against the desired outcomes.

The proposed programme structure can be viewed as 3 key components which are outlined below:



Digital Infrastructure

- Projects & Funding – Superfast Gainshare, Project Gigabit, Gigahubs, other potential funding sources
- Barrier busting & red-carpet approach - regulation and incentives, policies (e.g. NPPF 2019)
- Connectivity Technologies – FTTP, Analogue line redundancy, 5G, satellite, fixed wireless, etc

Digital Connectivity – Access

- Data and Insight – mapping availability of services (GIS), coverage and speeds of fixed fibre, mobile 4G and satellite
- Priority planning - identify priority areas for investment and where to direct Government funding
- Digital exclusion - influencing operator plans to tackle priority areas
- Operators - working with commercial operators to promote uptake

Demand Stimulation - Adoption

- Communities – working with digital programmes to improve and enhance digital skills
- Businesses – working with universities, ITBEP, etc to showcase use & benefit of gigabit connectivity
- Partners - support sectors such as Health care, Education, Government bodies, etc
- Promotion – demonstration areas (e.g. Shire Hall Enterprise Hub) to showcase benefits of e-services, rebranding exercise
- Developing/enabling integrated digital programmes

Programme Approach

Gainshare

The Superfast Staffordshire programmes operate a gainshare mechanism which will see public funds returned to the programme if take up exceeds the parameters set out in the contracts. The target take-up rate for the Superfast Programme was 20% and at present the take up rate is in excess of 78% which means that Gainshare will be available to Staffordshire.

Through Contract 1, around £1.5m Gainshare has already been committed to enter into Project Gigabit and deployed as Vouchers to enhance the Superfast Programme.

It is anticipated that the total Gainshare from Contract 1 and 2 will be worth in the region of £4m to Staffordshire County Council.

Contract 1 Gainshare taken to date (£K)	1501	45k Committed for Contract 2, £1m committed for voucher top-up scheme
Contract 1 remaining Gainshare - forecast (£K)	414	Unallocated
Contract 2 Gainshare forecast (£K)	2085	To be confirmed at closure of Contract 2
Forecast Gainshare (£K)	4000	

Resourcing

There are 5 dedicated staff which make up the Digital Infrastructure Programme Team:

- Head of Digital Infrastructure
- Digital Infrastructure Co-ordinator
- Digital Infrastructure Programme Manager
- Digital Project Officer
- Digital Engagement Officer

The first two posts are funded until March 2023 and the other posts are funded until the end of April 2022.

Funding Proposal

To deliver this ambitious programme of work, it is proposed that:

- i. A proportion of the money (estimated at £1.5m for 5-year programme) will cover the cost of 5 roles (outlined above) for the duration of the programme
- ii. A proportion of money will be utilised to develop innovative solutions for the very-hard-to-reach (approximately 4,000 properties)
- iii. The remaining money will be used to develop and enable transformational activity and to promote take up of services.

DCMS/BDUK have allocated £123M to Staffordshire as part of an initial £1.9Bn investment into digital infrastructure across the UK. There is a further £3Bn to come (nationally), which may provide an additional source of funding depending upon the success of the initial investment. N.B The £123M for Staffordshire includes Stoke-on-Trent, who are unlikely to take any share after their successful fibre programme in the city with VXFiber.

The Digital Infrastructure Team is investigating opportunities for additional income streams to provide further investment into transformation activity. For example, we are currently exploring use of the County's street furniture to increase the coverage of mobile services (4G/5G), which could attract an income stream of around £300 per lamp post (N.B only likely to be attractive in town/urban areas).

Risks to Success

There are some risks to the success of the programme which need to be considered through the detailed planning stages and will require organisational commitment:

- Trying to achieve digital transformation via a single monolithic event doesn't work
- Failure to engage employees/contractors leads to confusion and delay
- Organisational structures cannot stay the same if we want to maximise the benefits
- Poor-quality data and intelligence is a barrier – RIRO (rubbish in rubbish out)
- Lack of skills/talent/budget will inhibit ambition
- Failure to assess and mitigate project risks – interdependencies are key enablers
- Poorly defined success metrics – it's about the adoption, not just the technology.

The next section includes further detail on the ongoing work and proposed future plans for the component sections of the programme.

Digital Infrastructure



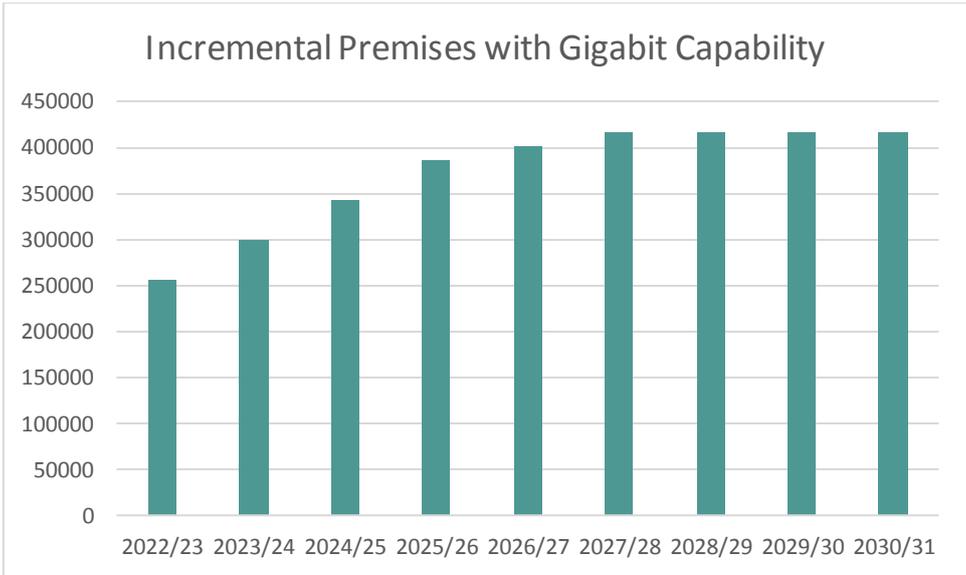
The **Superfast Staffordshire** Programme has been hugely successful and has increased coverage of Superfast broadband (>24mbps) across Staffordshire from 65% to 97%, with take-up of these services currently at over 78%.

Areas that remained commercially unattractive have had access to a voucher top-up scheme; we have worked with over 70 communities to date with over 1,800 premises already benefitting from improved connectivity and a further 1,238 in the pipeline.

Government is investing £5bn to deliver fast reliable broadband for everyone in the UK, levelling-up hard-to-reach premises and delivering next generation connectivity. Commercial operators are due to deliver full fibre to ~82% of premises in Staffordshire by 2025 - the final 18% (the 'not-spots') will need further intervention.

Project Gigabit is a £123m investment into not-spots in Staffordshire & Stoke on Trent and is expected to tackle 17% of those hard-to-reach premises - the final 1% (the very-hard-to-reach) will need more creative solutions.

The following chart demonstrates the proposed number of premises in Staffordshire with gigabit capability:



It is important to note there are a number of caveats linked to this:

- Data based on 418K properties in Staffs
- DCMS benefits extrapolated from Autumn statement 2021
- Assumed cost of 1% 3X cost of normal property (£533)
- Assumed market will spend approx. £182M delivering fibre to 82% of Staffs properties
- 70,800 properties (DCMS estimate prior to OMR) equates to 17% of properties in Staffs
- Project Gigabit investment forecast to be £123M
- Figures only relate to Superfast / Gigabit and not to 5G or any other infrastructure or digital programme
- This is dependent on DCMS /BDUK LOT19 having successful bids during procurement

Learning from earlier phases tells us that engagement with potential investors will be key to securing a successful procurement as part of Project Gigabit "Lot 19". The team is using various techniques and initiatives to develop the market including:

- Contacting and working with individual operators (Supporting the BDUK OMR/Public Review process) and developing a red-carpet approach to investors
- Being a main contact and coordination point for enquiries and developing supportive approaches to our local body planning teams
- Encouraging and developing innovative opportunities for new applications as a test bed (working wherever possible with the local Universities)

However, there is a risk that there is a limited response to the procurement opportunity, as a lot of the available resource in the market is being used to deliver connectivity to commercially viable premises.

Gigahubs is a smaller and separate element of the overall Project Gigabit initiative, designed to identify and supply Gigabit capable services to certain public sector buildings in remote or rural areas (i.e. where there is market failure in the supply of Gigabit capable services). The locations could be GP surgeries, education buildings and perhaps village halls. Some points to note:

- i. The Gigahubs element is a fully funded initiative by BDUK
- ii. To qualify to obtain funding for a Gigahub location there needs to be at least 100 locations within an area (at present there are 75 sites identified by DCMS/BDUK in Staffordshire).
- iii. The Gigahub site needs to provide a public service, be publicly owned and not have access to a commercial Gigabit service.

Midlands Engine, with support from WM5G, have offered to lead a regional consortium where the number of potential Gigahubs is approximately 550. No financial costs are associated with being involved in the consortium apart from some human resource to provide local knowledge. The authority has agreed to support work to determine the viability of a regional approach.

There will be two elements to the Gigahubs procurement:

- i. The first phase is to identify and agree the locations of potential Gigahubs and that these locations are eligible for the BDUK funding (i.e. are public owned buildings and cannot obtain Gigabit services commercially).

- ii. Subject to the information gathered as part of the first phase, the Council can decide whether to be part of the Midlands Engine Gigahubs regional procurement initiative, to pursue our own procurement initiative (subject to finding in excess of 100 eligible sites) or to withdraw from the BDUK Gigahubs initiative altogether.

Barrier Busting

It has been recognised that having a “barrier busting” approach will ease the deployment of digital infrastructure both for the local authority and the operators. Its key objective is to identify and address the barriers that prevent the fast, efficient and cost-effective deployment of gigabit capable broadband and improved mobile coverage—developing a “red carpet” for suppliers and partners.

There are several government bodies that provide guidance on how to apply this approach. We are currently expanding our network to share knowledge and experience with various bodies such as other Local Authorities, DCMS, BDUK, WM5G, Mobile UK, MNO’s, etc. Communication with the government’s Barrier Busting Task Force (BBTF) is also underway to help us design our bespoke approach.

Some of the key aims of our barrier busting approach will be to:

- Know what the connectivity needs of the local area are.
- Provide strategic leadership on the local authority’s digital infrastructure strategy.
- Engage with senior stakeholders within the organisation, such as the highways, planning, estates, IT, legal, transport, economic regeneration and digital economy policy areas, to coordinate the development and delivery of the digital infrastructure strategy.
- Promote the adoption of policies, processes and practices across the organisation which can help to minimise the time and costs needed for the roll-out of fibre and mobile networks. We have already been working with the internal planning department on the implementation of NPPF 2019 to ensure that all new building development require the developer to include gigabit capable connectivity (normally the inclusion of fibre ducting) into the premise.
- Work with industry to promote the social and economic benefits of improved connectivity in the area to residents and businesses, as well as across the organisation. This could include training for elected members, such as planning committee members, on the ambitions of the council in respect of their digital infrastructure strategy and other related issues to help to ensure they can make informed decisions when presented with planning applications for telecoms infrastructure.

Mobile connectivity

The market recognises that digital connectivity is a key enabler for meeting the strategic outcomes, both nationally and regionally. Mobile connectivity could deliver in excess of £1.1Bn* worth of GVA (£289m estimated to come from adoption of transformational services) to Staffordshire by 2030. The Future Challenge Group estimate that the adoption of mobile 4G and 5G technologies will deliver £2,500 per person GVA in the same timescales.

* Using extrapolated figures released in the DCMS Autumn Statement for GVA

The team have been working with operators on how we can use existing LA assets such as street columns to deploy 5G in a cheaper, easier and mutual beneficial way, with guidance from DMCS.

We have been working on a proof of concept with a company called GAIST who have mapped 3G/4G/5G coverage across a variety of locations in the County for each Mobile Network Operator. The areas surveyed include

- Staffordshire's "Economic Corridors" (the A500, A50, A38, A5 and the A449),
- Bus routes in Burton Upon Trent
- and coverage at a new business zone outside Gnosall.

A use case is being developed to collate the findings of this piece of work which is intended to support potential future projects and wider decision making.

To put into context the need for mobile coverage - it is estimated that there will be 200 devices per household connected to the internet and a mobile density of 1 million devices per square kilometre in urban areas connected to the internet.

WLR3 Withdrawal

BT Openreach will switch off analogue telephone services in December 2025. As well as landline telephones, the change will affect other services which use the analogue networks such as alarms, CCTV, lifts, ATMs and traffic light systems.

We have recently commenced a corporate initiative to identify services that may be at risk and to develop plans to minimise the impact of this change

Connectivity Technologies

The team are currently undertaking market research to understand options to tackle the very-hard-to-reach areas.

This includes a range of different connectivity:

- Fixed Wireless Access
- 4G
- 5G (Small Cell and Macro Cell)
- Satellite Internet Access
- Full Fibre

Meetings have been held with operators to develop our understanding of these technologies and associated requirements. We are also investigating their limitations such as; latency, range, speed, capacity, equipment utilisation, land and resource requirements, which allows us to suggest the best type of connectivity for the very-hard-to-reach areas.

Digital Connectivity – Access



We will use data and insight to identify priority areas for investment and to help us tackle digital exclusion. Our team has a range of tools, such as ability to map availability of services, which provides solid evidence of

- coverage
- speeds of fixed connectivity
- 4G / 5G and satellite broadband

This evidence will help us influence operator plans to tackle priority areas and direct Government funding to where it is needed most within the county.

Having access to other resources such as mosaic profiling, provides us with the opportunity to understand the characteristics of a population where the take up may be higher or lower, some examples of these are: age, income, education, and employment and collaborate on appropriate initiatives to promote uptake. Having this insight also allows us to work with communities that may require more education or guidance on digital connectivity as explained a following section.



Demand Stimulation – Adoption



To support wider SCC digital initiatives we will work collaboratively with internal partners and stakeholders to identify dependencies and shape priorities for infrastructure deployment.

For instance in Health & Care, digital infrastructure will enable projects to be delivered universally such as:

- ARMED – A range of wearable and environmental sensors in person’s home, linked to machine learning algorithms with alerts to the early onset of risk, supporting prevention and early intervention
- Reminiscence Interactive Therapy Activities (RITA) – An interactive touch screen system that helps to manage dementia by allowing people to enjoy music from their era, watch archived news footage, view old photographs, and create a ‘life story’ collage
- Oxevision – A secure optical sensor (camera and infrared illuminator) installed in a person’s room within a care home setting that allows staff to take contact-free assessments to support care. This reduces distress for people and increases staff productivity.

We have the ambition to develop our rural county, which will include exploring opportunities to utilise connectivity to support Agritech.

The team are engaged with our Economic Development Team and linked into the Rural Strategy to ensure we can maximise the potential resources, relationships and funding available.

Relationships are being built with local farms, businesses, and universities to develop a better understand of the wide range of Agritech options. The collaboration between Government, academia and industry will provide us with the resource and knowledge required to develop this further.

Partnership Working

Alongside our barrier busting approach, we are building and enhancing partnerships with other local organisations such as SME’s, Universities, Chambers of Commerce, District and Borough Councils to share best practice and collaborate on innovation for the county.

Working with partners in this way allows us access to information and resource that can be beneficial in several ways:

- Access to data can help us identify how connectivity can be used to improve peoples' lives, allowing them to be; healthier, more independent, more sustainable
- Businesses currently lacking connectivity can improve on their internal processes, improving productivity and resource
- Local Economy will boost due to having more attractive companies to work for/with
- Allows us to work with the population that are in most need of connectivity
- Access to resources to implement new technology that utilises connectivity like 5G
- Provide courses to improve on digital skills ensuring people have the skillset to benefit from the connectivity
- Showcase that Staffordshire is a county to invest in
- Attract operators to increase coverage
- Continuous development of our knowledge and understanding

Demonstration Events

Earlier in the document we describe the difference between **deployment** and **transformation**. To this end during the Superfast programme a number of social media initiatives were used to notify areas when broadband (**deployment**) became available. It is recommended that this activity continues and is supported by activities that encourage adoption (**transformation**) of services that show how the future of connectivity will impact upon people's lives and encourage the uptake, therefore accelerating the achievement of our strategic outcomes.

Events will be designed in collaboration with telecoms operators and local universities, etc to demonstrate applications or technology that utilise the new speeds and showcase the benefits that these can bring to individuals and businesses. This might include technologies such as blood oxygen monitors, 8K TVs, 'kitchen of the future', amongst others, providing people with the opportunity to try them out for themselves.

Digital Skills

As technology is always evolving, so must the skills needed to use it. It is important we work with our internal Learning and Skills Teams to identify available courses which can help people to develop these skills; we can then signpost to these on the new digital infrastructure website.

To achieve the prementioned GVA benefits, society must be in a position to adopt and utilise the new connectivity. There are people that have very basic IT skills that are considered digitally isolated, and it is important we connect with these individuals with the aim of improving their skills and reducing digital exclusion. It will also prepare the community for the rapid need to be online, ensuring they have the same access to online services, for example access to digital health services.

We are connecting with internal teams and external organisations who have access to these individuals to explain the expected changes and forecasts of technology. This allows them to prepare for these changes and adapt or enhance the type of education they provide to support the changes.

Rebranding

Following the success of the Superfast Staffordshire website we have recently undertaken a procurement exercise for the design of a new website and branding to enable us to promote the

ongoing work we are doing and act as central hub for information, advice and guidance for residents, businesses and partners.

The website with the new branding is an extension of the digital connectivity hub enabling the growth of our digital economy.

Following the extensive tender process, the tender has been awarded to the website supplier, who are currently developing the new website. The website is there to act as a IAG as well as providing the following:

- Direct access to the digital connectivity hub enabling the acceleration delivery of gigabit capable technologies
- Work with fibre/gigabit capable providers to expand coverage in Staffordshire
- Create a network capable of supporting 5G
- Maximising the opportunities for the businesses and residents
- Work with communities to assist them accessing relevant services, like FTTP and provide education on changes they need to be aware of
- Promote the benefits of digital services for residents and businesses
- Work with universities & businesses to develop 5G opportunities that are accessible in Staffordshire.
- Educate residents and businesses on available digital skill courses
- Preserving the rural landscape and AONB (Areas of Outstanding Natural Beauty)

Our website will remain impartial, allowing us to be a trustworthy and reliable resource for the people of Staffordshire.

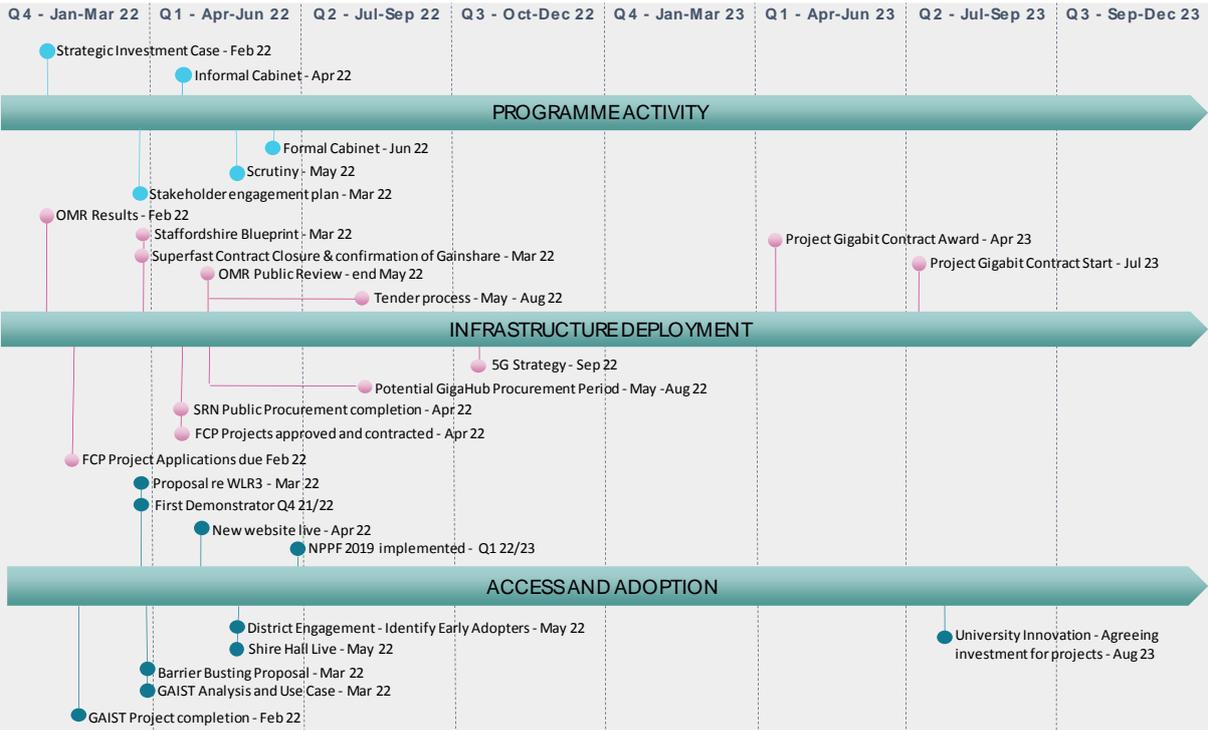
Programme Delivery

As we are not in a position to define our end state expectations fully, an agile approach – including a “fail fast” approach - to project management will act as a flexible framework, allowing us to respond to changing requirements and support collaboration with different delivery partners.

A “fail fast” approach will mean to have a process of starting work on a project, immediately gathering feedback (proof of concept), and then determining whether to continue further work / wider implantation or take a different approach.

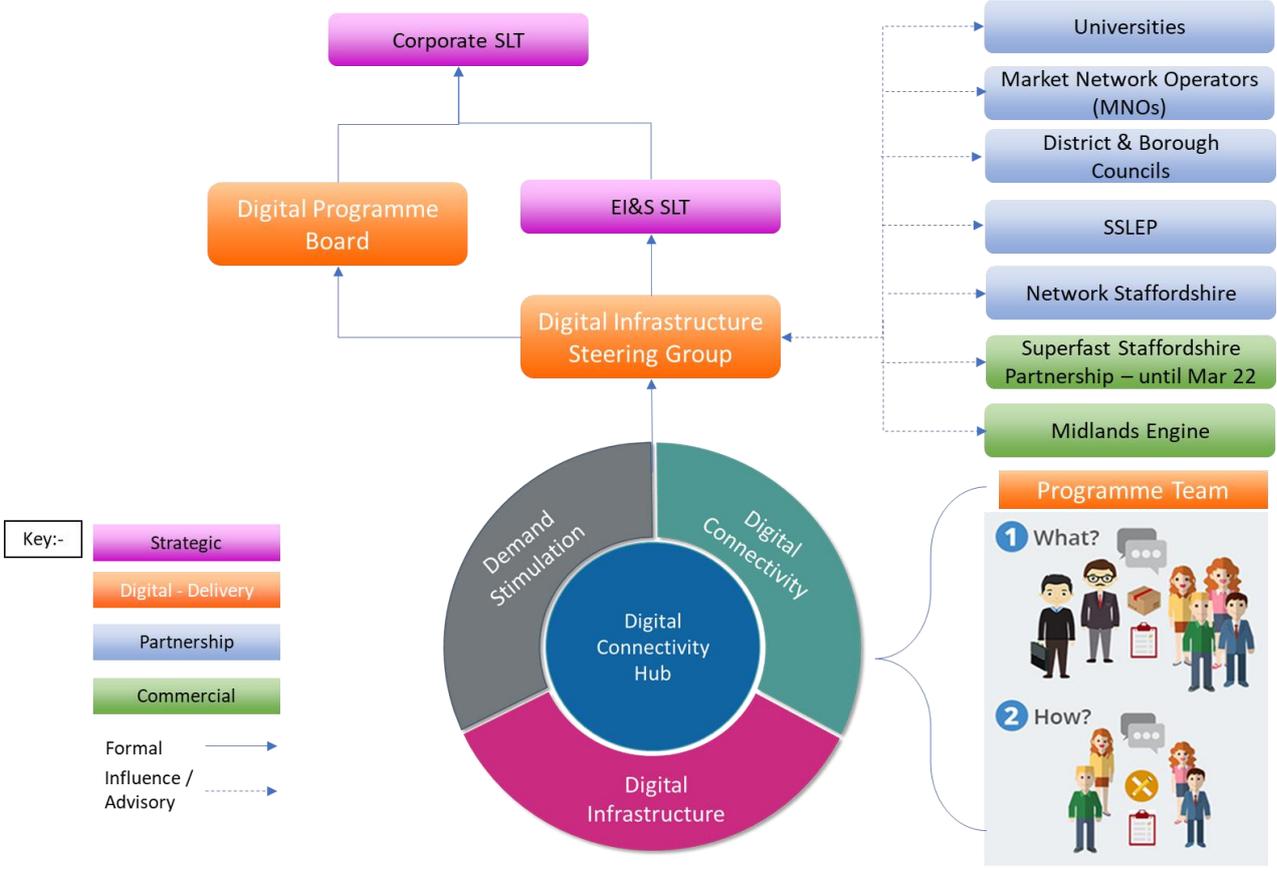
We would look to invest (resource capacity and finance) in developing proof of concepts and then, following assessment, identify whether a more detailed business case is required – this is where we would also look to engage in collaborative funding approaches with the wider business in delivery of connectivity technologies and adoption initiatives.

Whilst it is not possible to develop a detailed plan for the lifetime of the programme (as this will change as opportunities arise and technology changes) known milestones for the programme up to Dec 23 are outlined below:



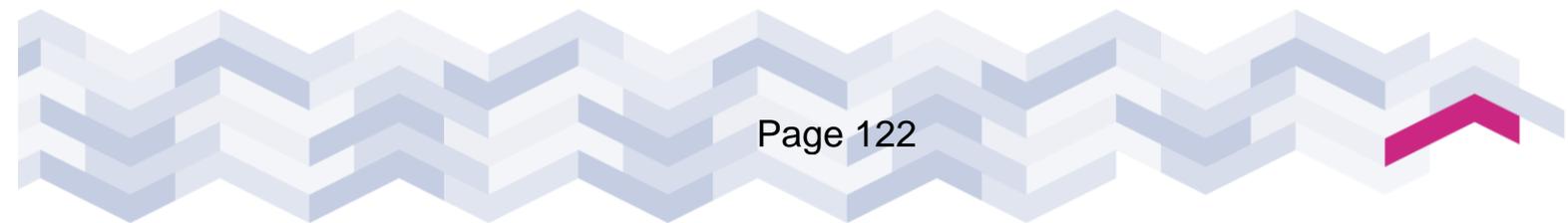
Governance

The governance structure has been revised in light of changes in the wider organisation and to reflect our partnership arrangements more accurately. A Digital Infrastructure Steering Group has been established and the following governance structure is now in place to ensure the Digital Infrastructure Programme has the right strategic oversight and coordination:



Group	Frequency	Responsibilities
Digital Programme Board	Bi-Monthly	<ul style="list-style-type: none"> – To provide strategic leadership and direction for the programme – To ensure the programme aligns with key strategies, other programmes and stakeholder requirements – To ensure effective governance for the programme – To take major decisions that fall outside the remit of the steering group – To monitor progress and performance – To resolve or mitigate risks or issues that are escalated – To ensure that there is an appropriate approach to the achievement of financial and non-financial benefits

<p>Digital Infrastructure Steering Group</p>	<p>Monthly</p>	<ul style="list-style-type: none"> - To define the programme’s scope, vision and blueprint and objectives for digital infrastructure in Staffordshire by 2030. - To provide leadership and direction for the programme - To manage any interfaces and dependencies effectively - To take decisions in respect of the programme - To develop a co-ordinated roadmap of delivery milestones in line with the ambitions. - To monitor progress and performance and ensure the programme remains within the key constraints of time, cost and quality - To ensure the capabilities delivered are fit for purpose - To outline cost for delivery of digital infrastructure to meet our vision, identify how this might be funded and secure delivery - To resolve or mitigate risks or issues that are escalated - To ensure that there is an appropriate approach to the achievement of financial and non-financial benefits - To lead and deliver communication and engagement for the DI Programme.
<p>Digital Infrastructure Programme Team</p>	<p>Weekly</p>	<ul style="list-style-type: none"> - Support the development, design and delivery of change projects as part of a wider programme of change. - Champion the project and raising awareness in relevant meetings, forums, etc - Support work to define the programme’s scope, vision and objectives for digital infrastructure in Staffordshire by 2030. - Support work to define and articulate the future state, benefits, measures, etc - Forecast digital connectivity requirements for all stakeholders (businesses, residents and public sector organisations) and the most appropriate way of meeting these. - Engage public and private sector partners and commercial operators to meet these gaps or to forward delivery of the vision. - Identify how to maximise commercial opportunities and to lead development of relationships with key commercial partners (red carpet barrier busting) to achieve this. - Identify and maximise opportunities of new and emerging technology and lead its implementation to improve connectivity within Staffordshire. - Outline cost for delivery of digital infrastructure to meet our vision, identify how this might be funded and secure delivery - Resolve or mitigate risks or issues that are identified. - Ensure that there is an appropriate approach to the achievement of financial and non-financial benefits and that they are realised.



Appendix 1 – Logic Chain

Inputs	Activities	Outputs	Outcomes	Impacts
<ul style="list-style-type: none"> - Investment to fund projects - Data & Mapping - People – to deliver the projects - Engagement with other SCC programmes - Relationships with MNOs, Universities, fibre suppliers, etc - Knowledge of government schemes / initiatives - Research / horizon scanning - Website – centralised information repository - DCMS, Midlands Engine, LEP, etc 	<ul style="list-style-type: none"> - Cabinet paper / business case - RACI document - Production of maps to support up to date coverage and not spots - Build internal stakeholder network - Build relationships with MNOs, Unis, etc - Investigate new infrastructure technologies (5G, Satellite, Fixed Wireless etc) - Market research for 5G opportunities - Support SCC Projects with connectivity requirements - Utilise existing SCC projects for demonstration of benefits - Website development - Superfast closure and transition to Project Gigabit - Red carpet approach - Engagement with the Community re the benefits of gigabit capable technology 	<ul style="list-style-type: none"> - Business case approval - View of operator plans and not spots – LA intervention needed - Effective internal network - Having influenced operator plans - Understanding of the infrastructure opportunities for Staffordshire - Working collaboratively with the Universities - Confirm suitable 5G demonstrator / test bed - Enable SCC Projects to be delivered (infrastructure in place) - Plans underway for demonstrator events / hubs - Website live - Increased full fibre coverage across Staffordshire - Red carpet approach in place for investors - Take up and utilisation of services 	<ul style="list-style-type: none"> - Infrastructure investment allowing priority areas / projects to be delivered - Improved coverage in not-spot areas - Relevant plans to benefit Staffordshire - Efficient and effective working - Coverage in SCC development locations to enable economic growth e.g. Shire Hall - Developing innovative future state plans with acquired knowledge and expertise - Attracting innovative companies to Staffordshire - Benefits realisation - Improved quality of life - Accelerating the transformation of the digital economy - Operators able to smoothly fulfil plans, without barriers - Residents and businesses have access to relevant information and advice – effective signposting processes - Reduced digital exclusion 	<ul style="list-style-type: none"> - Economic growth - Attractive county to invest, live, work and play - Transformation of Digital Economy - Delivery of digital public services - Education improvements - Healthy independent living - Supported families and children - Supporting Climate Change Initiatives

Community Impact Assessment

Digital Infrastructure Programme

Anthony Baines, Idris Roberts, Iona McPhee, Emilie Kundolf

Date: Tuesday, 07 June 2022

➤ Equality Assessment

The Public Sector Equality Duty is part of the Equality Act 2010 and this Duty requires us as a public body to have ‘due regard’ to eliminating discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act. It requires us to advance equality of opportunity and foster good relations between people who share a ‘relevant protected characteristic’ and people who don’t.

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
Age - older and younger people	Supports work to reduce digital exclusion where “age” is a known contributor People of all ages could benefit from improved connectivity	Risk of older generation becoming more digitally excluded	Appropriate engagement and upskilling will be required to avoid people becoming more digitally excluded
Disability - people who are living with different conditions and disabilities, such as: mental illnesses, long term conditions, Autism and other neurodiverse conditions, learning disabilities, sensory impairment and physical disabilities.	This programme acts as an enabler to other projects which are looking to reduce digital exclusion where disability may be a contributor	Risk of people with disabilities becoming more digitally excluded	Appropriate engagement and upskilling will be required to avoid people becoming more digitally excluded
Gender reassignment - those people in the process of transitioning from one sex to another			N/A
Marriage & Civil Partnership - people who are married or in a civil partnership should not be treated differently at work			N/A

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
Pregnancy & Maternity - women who are pregnant or who have recently had a baby, including breast feeding mothers			N/A
Race - people defined by their race, colour, and nationality (including citizenship) ethnic or national origins			N/A
Religion or Belief - people with any religious or philosophical belief, including a lack of belief. A belief should affect a person's life choices or the way they live for it to be considered			N/A
Sex - men or women			N/A
Sexual orientation - whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes			N/A

➤ **Workforce Assessment**

Who will be affected – consider the following protected characteristics: age, disability, gender reassignment, marriage & civil partnership, pregnancy & maternity, race, religion or belief, sex, and sexual orientation	Benefits	Risks	Mitigations / Recommendations
<p>The proposal would mean that staff who have been supporting the Superfast Staffordshire Programme will transition to working on the Digital Infrastructure Programme and have a change of reporting line to bring the programme together under the Assistant Director for Skills & Employability, reporting into the Head of Digital Infrastructure.</p> <p>There should be no impact on staff with protected characteristics.</p>			

➤ **Health and Care Assessment**

Key considerations	Benefits	Risks	Mitigations / Recommendations
<p>The Digital Infrastructure Programme will act as an enabler to other projects and programmes that are designed to improve the health and wellbeing of Staffordshire residents.</p> <p>Improved digital infrastructure promotes independent living and self-help which encourages personal responsibility and independence.</p> <p>Many services are looking for digital solutions to enhance their provision, such as virtual GP appointments – appropriate digital connectivity will be a key part of ensuring people can access these services.</p>	<p>This work acts as an enabler to other projects to improve residents' health and wellbeing.</p> <p>Improved digital infrastructure promotes independent living and self-help.</p> <p>Improved digital infrastructure enables access to digital services (e.g. virtual GP appointments)</p> <p>Reduced demand for services if people can source the help/guidance they need digitally</p>	<p>There is a risk that people may become more isolated if they are unable to access services digitally which may lead to poor health and wellbeing.</p> <p>Residents may raise concerns about the health implications of electromagnetic radiation</p>	<p>There is a need to ensure engagement with vulnerable people to minimise the risk</p> <p>The Government states in its guidance "5G Technologies: Radio waves and health" that it is possible that there may be a small increase in overall exposure to radio waves when 5G is added to an existing network or in a new area. However, the overall exposure is expected to remain low relative to guidelines and, as such, there should be no consequences for public health.</p> <p>Public Health England (PHE) is committed to monitoring the evidence applicable to this and other radio technologies, and to revising its advice, should that be necessary. It is recommended that</p>

Key considerations	Benefits	Risks	Mitigations / Recommendations
			SCC monitor and follow the guidelines issued by the Government and PHE.

➤ Communities Assessment

Key consideration	Benefits	Risks	Mitigations / Recommendations
This programme promotes inclusion of physical groups such as the rural communities that are digitally isolated, as well as looking at the social	This project will reduce digital exclusion for isolated / rural	Additional masts and poles required to improve connectivity	The taller the mast, the wider the area it can cover and the more people it can provide with a fast and

Economic Assessment

Key consideration	Benefits	Risks	Mitigations / Recommendations
<p>This project supports economic growth, attracting new businesses to Staffordshire, which will lead to more good jobs in the County.</p> <p>Advanced connectivity will improve access for people to skills development opportunities and qualifications.</p>	<p>Improved digital connectivity could attract new businesses to Staffordshire which will lead to more good jobs.</p>	<p>People already “digitally included” are prioritised for new jobs / opportunities</p> <p>People may lack the digital skills to benefit these opportunities.</p>	<p>Digital skills and education courses can be provided to ensure people have the skills to develop their careers.</p> <p>Work with organisations that provide support for people that require</p>

Key consideration	Benefits	Risks	Mitigations / Recommendations
<p>Staffordshire will be a more attractive place to invest due to improved connectivity.</p> <p>Staffordshire will be a more attractive place to live and to partake in leisure activity if there is better connectivity.</p> <p>This project will reduce the amount of people who are currently digitally isolated, bringing together communities.</p>	<p>Advanced connectivity will improve access for people to training and development opportunities.</p> <p>Increased investment in Staffordshire.</p>		<p>further assistance using a device or connecting to the internet.</p>

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➤ Climate Change Assessment

Key considerations	Benefits	Risks	Mitigations / Recommendations
<p>Digital connectivity can help to reduce the need to travel by providing residents with the ability to work, shop and access services such as GP appointments from home. In doing so we can reduce the number of trips made by car, improving air quality and creating more welcoming places for people to walk and cycle.</p>	<p>Enabler to better connectivity to allow people to work from home more effectively.</p> <p>Enabler to connect digitally to a range of</p>	<p>CO2e through operator works.</p> <p>Risk of overbuild.</p>	<p>Work with the operators to suggest working in a more efficient way (only accessing the road once for example)</p> <p>As part of the Counties red carpet and barrier busting approaches, we are trying to ensure the</p>

Key considerations	Benefits	Risks	Mitigations / Recommendations
<p>According to the World Economic Forum, digital technologies could reduce global carbon emissions by 15% - almost one third of the 50% reduction required by 2030. The DISF allows the teams to work with the relevant stakeholders to accelerate this innovation in Staffordshire.</p> <p>Supporting the SRN project will reduce the number of masts installed by the mobile operators.</p>	<p>services which will reduce transport, etc</p> <p>Having fewer masts installed means there will be less emissions caused during the installation process.</p>		<p>Coordination of works across operators and providers to minimise disruption and maximise opportunities for scalability (e.g. when adding new technologies to lampposts such as 5G, to include EV charging points, environment monitoring at the same time). The joint work would also ensure a consistent and high standard re-instatement</p> <p>Encourage connectivity into rural areas and ensure rigorous re-instatement (i.e. multiple reinstatement is bad for the environment as well as our asset – road)</p>

Environment Assessment

Key considerations	Benefits	Risks	Mitigations / Recommendations
<p>There could be more masts, cabinets and street poles deployed through the programme while delivering mobile connectivity in both rural and urban setting, which may cause some disruption to travel and will impact the built environment.</p> <p>Planning of new infrastructure could be limited due to protected areas, such as a conservation areas.</p> <p>Having better connectivity allows people to work from home, attend GP appointments from home, reducing emissions caused by travel.</p>	<p>Shared use of public sector assets will reduce number of masts and equipment that is deployed.</p> <p>Improved connectivity reduces emissions caused by travel.</p> <p>Smart agriculture- Lower impact on natural resources, Biodiversity restoration, Better animal welfare, Fewer</p>	<p>There could be increased pollution while the physical infrastructure is being installed.</p> <p>Residents may raise concerns re the visual impacts of aerial</p>	<p>Work with the operators to suggest working in a more efficient way (only accessing the road once for example).</p> <p>Planning deployment will be approved by the relevant bodies to protect the areas that require enhanced permissions or protection.</p> <p>The taller the mast, the wider the area it can cover and the more people it can provide with a fast and reliable mobile signal. Under current rules, most UK masts are around</p>

Key considerations	Benefits	Risks	Mitigations / Recommendations
<p>Improved connectivity provides the opportunity for broader applications with the potential to make systems cleaner and more reliable, allowing intelligent transportation solutions to monitor vehicle and pedestrian flows.</p>	<p>emissions from fertilisers, Regenerative agriculture, Smaller land use.</p>	<p>cabling and mobile telephone towers.</p>	<p>25m (82ft) tall. 50m masts provide a better, more far-reaching signal in many areas. This would help increase the range of the wireless signal, and also makes it easier for masts to be potentially shared with other mobile network operators (Shared Rural Network a Government initiative), as more equipment can be fitted onto taller masts. So the compromise is less but more visible masts to ensure that rural communities have access to mobile services.</p>

Cabinet Meeting on Wednesday 15 June 2022

Newcastle Enterprise Centre Extension Scheme



Cllr Mark Deaville, Cabinet Member for Commercial Matters said,

“The expansion of Newcastle Enterprise Centre would bring much-needed workshop space for local small businesses, offering them a chance to expand into purpose build units.

“It will also play a key part in the overall Knutton Masterplan, regenerating the wider area, strengthening the local community, and boosting its economic growth.

“Working closely with Newcastle Borough Council we aim to deliver a top-quality facility for small businesses, utilising the Town Deal funding. We’re pleased to be able to invest in the project to enable it to happen and get it off the ground as soon as possible.”

Report Summary:

The recently adopted SCC Economic Strategy contains the requirement for SCC to provide premises for people to grow their businesses. Furthermore, our strategy sets out the need to maximise external funding opportunities. This project is for the delivery of those principles at the Newcastle Enterprise Centre, Knutton. The Enterprise Centre has been operating for 35 years and there has been a long-held aspiration to increase the lettable workshop space, but no previous extension scheme has been cost effective. There is a constant stream of requests for workshop space at the Centre, especially of the 600ft² + size, and this scheme aims to meet that demand.

Newcastle Borough Council has recognised the socio-economic benefit of an increased lettable space at the Enterprise Centre and is offering a grant of £1.14m through the Town Deal initiative. A feasibility & costing study by Entrust of a 4,500ft² extension has been modelled financially and is considered acceptable and affordable by the SCC Financial team.

Whatever commercial activities people will be involved with in the future, they will need somewhere to do it. The Enterprise Centre Extension scheme would provide those premises, and thereby providing an income stream for the County Council, for at least the next 120 years.

Recommendations

I recommend that Cabinet:

- a. That Cabinet approves the acceptance of investment of circa £1,140,000 from the Newcastle Town Deal (Newcastle Borough Council) initiative to facilitate the delivery of an extension to Newcastle Enterprise Centre at Knutton.
- b. That Cabinet endorses the investment of up to £440,000 of SCC borrowing to facilitate the delivery of an extension to Newcastle Enterprise Centre at Knutton, noting that the borrowing costs will be repaid from the increased rental income generated on site, and will be underwritten by the Business and Enterprise revenue budget.
- c. Delegated authority is given to the Director for Economy, Infrastructure and Skills and the Director of Corporate Services to enter into relevant contractual and other arrangements pursuant to the delivery of the project.

Local Members Interest
Cllr Derrick Huckfield Keele, Knutton and Silverdale

Cabinet – Wednesday 15 June 2022

Newcastle Enterprise Centre Extension Scheme

Recommendations of the Cabinet Member for Commercial Matters

I recommend that Cabinet:

- a. That Cabinet approves the acceptance of investment of circa £1,140,000 from the Newcastle Town Deal (Newcastle Borough Council) initiative to facilitate the delivery of an extension to Newcastle Enterprise Centre at Knutton.
- b. That Cabinet endorses the investment of up to £440,000 of SCC borrowing to facilitate the delivery of an extension to Newcastle Enterprise Centre at Knutton, noting that the borrowing costs will be repaid from the increased rental income generated on site, and will be underwritten by the Business and Enterprise revenue budget.
- c. Delegated authority is given to the Director for Economy, Infrastructure and Skills and the Director of Corporate Services to enter into relevant contractual and other arrangements pursuant to the delivery of the project.

Report of the Director for Economy, Infrastructure and Skills

Reasons for Recommendations:

1. The County Council Strategic Plan outlines that “Everyone in Staffordshire will have access to more good jobs and share the benefits of economic growth”. This is underpinned by several priorities in which we will achieve this ambition, acknowledging these can only be achieved by working in partnership to:
 - a. Work with our partners to regenerate our town centres.
 - b. Support people to start and grow their business.
 - c. Develop those investment-ready projects that will be vital to the future of the county.
 - d. Enable people to benefit from better paid, local jobs.
 - e. Develop our A50 / A500 and A38 strategic corridors to enable businesses in Staffordshire to innovate and grow, as part of the wider West Midlands Region.

2. The County Council's emerging Economic Strategy provides further details of what we will do to achieve our ambitions for the Staffordshire economy in the coming years. With regards to supporting start-ups and step-up business with the county, the Economic Strategy outlines how, "We will ensure that we have suitable sites and premises ready and available to enable people to start and grow their business within the county, as well as continue to take advantage of future business investment opportunities. This includes the provision of incubator space and the delivery of new and expansions of existing Enterprise Centres where there is a clear case to do so."
3. The County Council has a long-established reputation for creating & effectively managing Enterprise Centres, comprising workshops, light industrial units, and offices across the county. Enterprise Centres directly contribute to these priorities by supporting people to start up and grow businesses, particularly in areas where the private sector does not create these conditions. The Centres also act as hubs of regeneration for the communities they serve, often in areas of multiple deprivation to enhance and improve local economic opportunity.
4. Following the recent successful expansion of the Cannock Chase and Silverdale Enterprise Centres where 70% of space has been let within 7 months of opening, a further opportunity has been identified for Newcastle Enterprise Centre in Knutton.
5. The workspaces are currently small-scale, low-tech, and relatively low-quality compared to the normal standard of lettable county council workspace. There has been a long-term ambition to increase the quality of the Centre, but low revenue rental receipts have curtailed all previous projects.
6. Newcastle Borough Council have been successful in securing outline approval of a Town Deal investment package from the government's Department of Levelling Up, Housing & Communities (DLUHC). Part of the overall Town Deal is the Knutton Masterplan, two core elements of which are the extension of the Enterprise Centre and the residential development of the adjacent, currently derelict, former sports centre site.
7. Within the Knutton package, the largest financial allocation has been identified for the expansion of Newcastle Enterprise Centre. £1.14m of the £3.8m allocated to Knutton is for the provision of additional workspace at the Centre. For an investment of £0.44m, we will secure the £1.14m Town Deal investment offered, unlock up to £19.6m GVA

by the end of the pay-back period and support the creation of up to 28 new jobs.

8. Newcastle Enterprise Centre has the layout of a very traditional 1930s school (from which it was converted) comprising four wings surrounding a central quadrangle. The Knutton Masterplan originally conceived, that two wings, comprising 3,700ft² of existing workshop space, would be demolished and 8,000ft² of new larger, higher-quality workshop / light industrial space would be provided. This is scheme Option 'A', a net gain of 4,300ft² of workshop space.
9. Following initial feasibility work, Option A has been found to be unaffordable with a total estimated cost of £2.62m and a payback period of circa 47 years rendering the Option A scheme unviable.
10. A value engineered Option B scheme has subsequently been developed. Initial feasibility work involves the creation of 4,500ft² of new workshop space set on adjacent land. The detailed design of Option 'B' will be progressed following the endorsement of Cabinet. The overall anticipated project cost is £1.58m with an acceptable pay-back period of 16 years
11. It is important to note that this expansion would require land from the adjacent proposed residential development site (which Newcastle Under Lyme Borough Council is considering dedicating to the project). If the Enterprise Centre extension does not go ahead, it is highly probable that the land needed would be used for residential development instead and the opportunity for the extension would be lost permanently.
12. Given the Town Deal grant allocation of £1.14m, the request is for Cabinet to accept this investment and endorse the proposed balance of funding to facilitate the delivery of the Option 'B' scheme, i.e., £440,000. Any borrowing required will be repaid, with interest, from the additional revenues generated by the scheme and/or from existing Business & Enterprise revenue budgets over a period of not more than 25 years. This is affordable as payback of the investment is estimated within 16 years.

Introduction

13. The County Council has a long-established reputation for creating and effectively managing a series of Enterprise Centres, comprising workshops, light industrial and office space across the county.
14. Our Enterprise Centres directly contribute to the County Council's ambition that everyone in Staffordshire has access to more good jobs and shares the benefits of economic growth. Moreover, they are key

interventions to achieve the priorities set out in our draft Economic Growth Strategy, in particular:

- a. Supporting start up and set up businesses – The Newcastle Enterprise Centre Extension creates more space for new start-ups and those looking to expand. In particular the proposed unit sizes will assist step up businesses, an identified gap in our current provision across the Enterprise Centre portfolio.
 - b. Town Centre/High Street Regeneration – The Newcastle Enterprise Centre development is a key component of wider planned regeneration of Knutton, an area consistently identified as amongst the most deprived locations in Staffordshire (and the UK as a whole).
 - c. Developing Investment Ready Projects – The Newcastle Enterprise Centre extension has been identified for some time but has not been able to proceed without substantial external funding. That funding is now being made possible through the Newcastle Town Deal.
15. This paper has been produced to seek endorsement of acceptance of the grant currently offered through the Newcastle Town Deal whilst acknowledging the potential for the level of grant to be reduced through the Government’s Town Deal appraisal process. Any reduction in grant offered will be reflected by a matching reduction in scheme costs. The paper also covers the further financing requirement to facilitate the development opportunity at this Centre from within the Business and Enterprise budget.
16. Knutton has been identified for this project as it is an area of socio-economic deprivation which needs employment opportunities. The area is prioritised by the Coalfields Regeneration Trust and is one of the top five locations for intervention for that organisation. Knutton is an area of multiple deprivation, with low-income levels, high levels of long-term health conditions, lower levels of academic attainment, and persistent issues with unemployment which could all be addressed through these proposals.

Newcastle Enterprise Centre

17. The opportunity for the enhancement of the Centre comes within the Knutton Masterplan. The Masterplanning prospectus states “The aim of the masterplan is to put the heart back into the centre of Knutton. This will be achieved through creating a greater sense of place and a strong gateway to the High Street; by providing facilities for the local community; and by delivering new, aspirational housing for the local centre.”.
18. The school from which the Enterprise Centre was created was of a very traditional format comprising four wings surrounding a central

quadrangle. As Option 'A' was found to be financially non-viable, a second scheme, Option 'B', has been developed involving the creation of 4,500ft² of new workshop space on adjacent land, i.e., Option 'B' would give higher net workshop area gain than Option 'A'.

19. Option 'B' has been developed and Entrust have costed this revised arrangement. The principles are for there to be predominantly 600ft² (56m²) units and a larger 1,500ft² (140m²) unit but this sub-division may change dependant on market demand.
20. There is a constant waiting list for workshop space confirming the demand. Enquiries from businesses show that the highest demand is generally for unit sizes at the top end, and beyond, of what is currently available. The proposed size of the new workshop units should therefore satisfy the currently unfulfilled demand and allowing the current tenants the opportunity of larger units so they can expand and grow their businesses. This then frees the smaller units for start-up businesses, creates a ladder of accommodation sizes and so potentially prevents the businesses from relocating out of the Borough. The consistency of waiting list also proves the private sector market failure hence underlining the important principle that the county council's facilities are additional to, not competing with, the private sector market.
21. Provision of vehicular and cycle parking will be addressed through accessing the rear of the existing southern block. This would allow that previously inaccessible area to be used for parking for the first time thus allowing release of land adjacent to the High Street for modest landscaping works to enhance the High Street.
22. A further benefit for the scheme is that units will be constructed to the current climate-change compliant building standards with the potential for the inclusion of environmental sustainability systems. This could be, for example, a solar voltaic system on the southern facing roofs, E.V. charging points or other environmentally sustainability focussed improvements to the existing buildings should the scheme funds permit. Options of this nature would be investigated as the detailed design of the scheme develops and project costs become more certain.

Knutton Masterplan Impact

23. To deliver the proposed magnitude of expansion, additional land will be required. Currently, adjacent to the site lies a derelict, former sports centre site owned by Newcastle Borough Council. Newcastle Borough Council is considering dedicating a proportion of this adjacent site for the expansion of the Enterprise Centre, with the remainder of the site to be developed for housing as part of the Knutton

masterplan. If the Enterprise Centre Extension scheme does not proceed, it is probable that the land would go for housing and the opportunity to extend the Centre would be lost permanently. Initial negotiations for the acquisition of the requisite land are being undertaken led by SCC's Commercial and Assets team.

24. If the scheme were not to proceed and the adjacent site were redeveloped for housing up to the Centre's boundary, there is the probability of a requirement for improvements to the existing Centre. Impacts could include changes to the following: CCTV, the security flood lighting, 'out-of-hours' working, the use of skips which would then be close to residential properties, acoustic amelioration, etc. Changes to any of these would have a financial impact.

Timescale

25. The only true project deadlines are those set by the DLUHC, specifically the submission of the business case for the Newcastle Town Deal by 30th June 2022 and the expenditure of all allocated monies by 31st March 2024 and completion of all related construction by 31st December 2024. A key aspect of the Newcastle Town Deal Business Plan is the need to give confidence to DLUHC of deliverability, especially of the higher priority elements with the more significant financial allocations, Knutton Enterprise Centre Extension being one such project.
26. In order to meet the Town Deal Business Plan submission date and to prove the surety of delivery, the County Council needs to be progressing the necessary governance processes. The outcome from the Entrust feasibility study has been reviewed by the Business & Enterprise team in conjunction with the SCC Accounting Services team, the outputs are covered in the Outputs & Funding section of this report. The timetable of the SCC governance began with initial review of the scheme at the E, I & S SLT on 24th February 2022.
27. There is the potential for a degree of overlap of the SCC governance and the DLUHC submission timetables depending on the proposal being accepted by Cabinet and if any further level of SCC governance approval is required. The DLUHC submission will be structured to cover this situation.

Outputs and Funding of the Project

28. The known latent demand for larger unit spaces at Knutton, together with a significant percentage of the enquiries at the recently extended Silverdale Enterprise Centre have been for units of the size proposed, giving confidence of the probability of success should this project be given approval.

29. The output from the Entrust feasibility study for Option 'B' has been financially modelled. This will undergo further refinement through the design process and associated financial review, with contingency & optimism bias elements included to try to allow for the currently volatile construction sector market.

30. Utilising this initial information, the financial structure is as follows:

Anticipated out-turn cost	£1,580,000	Outcome from Entrust' s detailed feasibility study adapted for the reduced floorspace.
Town Deal investment	£1,140,000	This has the potential to vary a little dependent upon the Government's financial allocation to Newcastle's Town Deal.
SCC investment	£440,000	Payback is projected to be Year 16 of the project's 120+ year design life.

31. Endorsement is requested for the acceptance of the Town Deal monies that will be offered through the Newcastle Town Deal. Endorsement is also requested for the investment of the requisite £440,000 of SCC funds for the delivery of the scheme.

32. Financial modelling indicates that the income generated by the new workspace will cover the debt repayments, including interest, within 16 years. Therefore, the Assistant Director Business & Enterprise has agreed to fund these debt repayments in full from within Business & Enterprise budgets. The repayment term will be between 16 & 25 years depending upon the borrowing period/repayment strategy adopted.

Value for Money

33. The VFM for the scheme needs to be seen in the context of the situation. The Enterprise Centre is one of the few centres of economic activity in Knutton. Therefore, enhancement of the floor space, and perhaps equally importantly, build quality, of the Centre will have direct positive effect on Knutton through job creation and townscape enhancement. This should then flow through to greater use of the High Street facilities and a subsidiary benefit to the High Steet townscape.

34. The 'Pay-back' period for this scheme is calculated as being 16 years based on current financial modelling.

35. The economic benefit (Gross Value Added (GVA)) is calculated using the basics of the Government's 'Blue Book' approach, i.e., giving value to the new jobs which will use the workspace created. It is envisaged

the new workshops will facilitate the creation of between 13 and 28 jobs depending on the type of businesses renting the units. The GVA will also depend on the value for each type of job being created ranging from £26,000 to £58,000 per person per annum. At Year 15, the forecast GVA ranges from £4,332,222 to £19,620,428 giving a NPV discounted Benefit Cost Ratio (BCR) range of between 2.74:1 up to 12.42:1.

36. Cabinet may also wants to consider the proposed SCC investment in the context of recent and planned SCC investment into Newcastle-under-Lyme (especially in relation to the Kidsgrove and Newcastle Town Deals).

37. This amounts to in the region of £7.7m including:

- a. £400,000 for improvements at Kidsgrove Station
- b. £3.5m to address development viability at Chatterley Valley West (to be repaid using retained Enterprise Zone business rates)
- c. £3.8m of funding to improve town centre permeability (from funding secured by SCC)

Risks Identified

38. Technical. The style of workshops adopted for the Centre are functionally identical to those at the Silverdale, Lyvedale Court & Burton Enterprise Centres. They have been found to be robust, effective in both commercial & environmental terms & require little maintenance. Overall, the technical aspects of the project are considered a low risk.

39. Procedural. Planning permission will be required but the scheme is being developed as part of the Knutton Masterplan and as such will have significant community liaison. Also, the Newcastle Town Deal is being managed by Newcastle Borough Council, whom as the planning authority is supportive of the principles of the proposals, it is therefore envisaged that there should be no significant planning difficulties. With this interface, minimal external impact and with additional employment benefits generated, the risk is seen as low.

40. Scheme delivery. This will be undertaken by SCC & Entrust, the same team that successfully delivered Innovation Centre No. 5 at Keele Science Park & Lyvedale Business Centre on Lyvedale Business Park. The risk to the scheme delivery is seen as low.

41. External parties/stakeholders. As a low impact scheme within the Knutton Masterplan which supports economic growth in a way that has marginal effect on 3rd parties, the risk of reputational impact is seen as low.

42. Financial. A detailed financial study has been undertaken in conjunction with SCC Accounting Services for the project. Financial risks include unforeseen additional costs of the project, inflation on the cost of materials and labour, a reduction in future income/demand for workshop units, the value of grant funding (Newcastle Town Deal) anticipated, and timescales for defrayal of the grant funding (March 2024). All of these risks will be managed by the project delivery team as the project progresses. The project budget includes a 10% contingency sum and a 20% optimism bias. Therefore, the risk of not delivering the scheme within budget is considered to be low.
43. Financial. The 'Pay Back' period for the project is anticipated to be in Year 16 which is considered acceptable. With the anticipated rate of uptake of units and the very long design life of the structures, there is a strong expectation that the project will provide an income stream to the County Council until well into the 22nd century. Therefore, the risk of financial repayment not being achieved before the building become unfit for purpose is considered to be very low.

Conclusion

44. The overall approach for this project is to create simple, functional, robust, good-quality workshop / light industrial space which will support our aims to promote start up and step businesses of the type the local economy in the area needs. It is envisaged that this type of unit will remain in demand in the very long term thus underpinning the value of the project.
45. The use of Enterprise Centres across Staffordshire has been a particularly effective model in helping businesses to gain confidence during and recovering from the Covid 19 pandemic. The business-friendly tenancies and supportive atmosphere help start-ups and step-up businesses learn how to operate their business in a safe place where business support is readily available. Enterprise Centres are a central part of Staffordshire's Economic Strategy and additional workshop units in Knutton will remain in demand throughout their very long design life.
46. It is therefore recommended that Cabinet endorse the proposed investments set out in this paper.

Legal Implications

50. The land required for the scheme is currently owned by Newcastle Borough Council. It is recommended that the responsibility for the land acquisition is delegated to the Director of Corporate Services. Within Corporate Services, the matter would be managed by the Assistant Director for Commercial and Assets, who will follow the legal and

procedural protocol required. If necessary and/or appropriate, the acquisition decision would be undertaken by the Property Sub-Committee.

Resource and Value for Money Implications

51. The Resource & Value For Money implications of the scheme are detailed in paragraphs 28 to 32 and 33 to 37 above. The budget for the scheme is coming primarily from the Newcastle Town Deal with support from the existing Business & Enterprise budgets.
52. The wider Value For Money is also expressed above with GVA ranges from £4,332,222 to £19,620,428 giving a NPV discounted Benefit Cost Ratio (BCR) range of between 2.74:1 up to 12.42:1.

Climate Change Implications

53. The proposed building will be designed & constructed to meet the latest standards for building sustainability including the minimisation of use of energy. The possibility of adoption of further sustainability measures will be considered as the scheme design progresses.
54. The central location in the heart of the village maximises accessibility & minimises the need to migrate out of the village for work. This principle is further enhanced by the Centre being well served by public & sustainable transport.

List of Background Documents/Appendices:

- Appendix 1 – Site location
- Appendix 2 – Current Arrangement plan
- Appendix 3 – Concept Plans for Option 'B'
- Appendix 4 – Value for Money calculations

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EXTENSION TO NEWCASTLE ENTERPRISE CENTRE PROJECT

APPENDIX 1

Site location plan



The star denotes the location of Newcastle Enterprise Centre.

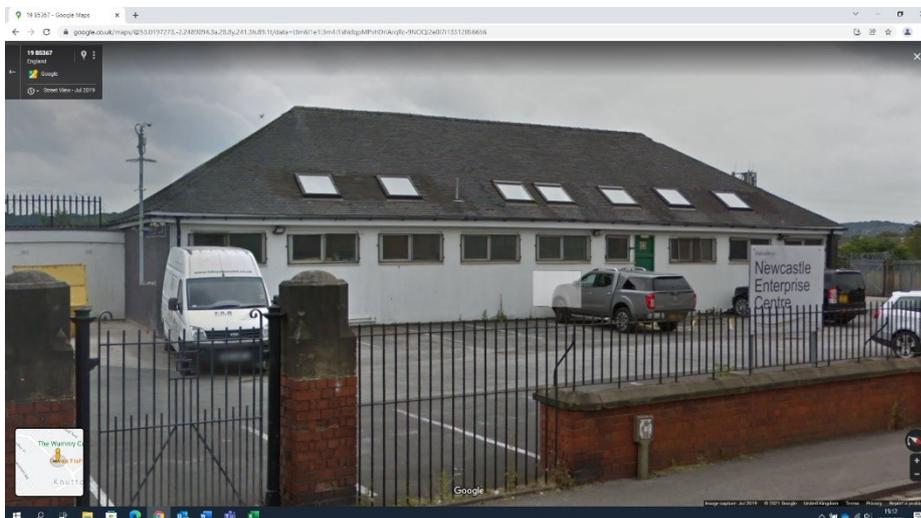
EXTENSION TO NEWCASTLE ENTERPRISE CENTRE PROJECT

APPENDIX 2

Current Arrangement



The red line denotes the current site boundary.
The boxed letters denote the 4 blocks: West, North, East & South.



The view of existing Newcastle Enterprise Centre from Knutton High Street.

EXTENSION TO NEWCASTLE ENTERPRISE CENTRE PROJECT

APPENDIX 3

Concept Plan

Option B – the reduced, cost-effective scheme.



KEY

-  New workshop footprint
-  New car parking area
-  New fenceline

EXTENSION TO NEWCASTLE ENTERPRISE CENTRE PROJECT

APPENDIX 4

Value For Money calculations

These calculations use the Government's job density figures. The SCC job density figures from the Silverdale Enterprise Centre is twice that of the Government's figures therefore if the SCC figures were used, the VFM would be less than ½ of the cost per job shown below.

1. Direct single year correlation

Scheme cost - £1,580,000

Additional anticipated job numbers - 13

VFM = £121,540 per job

2. Direct single year correlation

SCC Investment - £440,000

Additional anticipated job numbers - 13

VFM = £33,850 per job

3. Whole life correlation

The key factor not considered by these figures is the longevity of the project.

Assumptions:

- 10% void ratio
- churn of 20% per annum
- Project life = 120 years

Calculation:

- Average additional expected job number = 11.7 (13 less 10%)
 - Churn = 2.34 jobs per year (11.7 x 20%)
 - Time from opening to target occupancy = 2 years
 - Beneficiaries = 3 (Av. Yr. 1) + 9 (Av. Yr. 2) + 118 x 2.34 (Yr. 3 – Yr. 120)
- = 288 people.

Therefore

SCC Investment - £440,000

Additional anticipated job numbers - 288

VFM = £1,530 per job

Community Impact Assessment

Newcastle Enterprise Centre
Extension Scheme

Nicola Kent

Date Tuesday, 07 June 2022

➤ Equality Assessment

The Public Sector Equality Duty is part of the Equality Act 2010, and this Duty requires us as a public body to have ‘due regard’ to eliminating discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act. It requires us to advance equality of opportunity and foster good relations between people who share a ‘relevant protected characteristic’ and people who do not.

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
Age - older and younger people Disability - people who are living with different conditions and disabilities, such as: mental illnesses, long term conditions, Autism and other neurodiverse conditions, learning disabilities, sensory impairment and physical disabilities. Gender reassignment - those people in the process of transitioning from one sex to another Marriage & Civil Partnership - people who are married or in a civil partnership should not be treated differently at work Pregnancy & Maternity - women who are pregnant or who have recently had a baby, including breast feeding mothers Race - people defined by their race, colour, and nationality (including citizenship) ethnic or national origins Religion or Belief - people with any religious or philosophical belief, including a lack of belief. A	<p>The proposals are to create additional lettable workshop space which will be equally accessible to all groups. No group will be adversely affected regardless of the protected characteristics of any of the groups identified. All identified groups will have the opportunity to benefit equally.</p>	<p>There are no risks to the project derived from the protected characteristics of any identified group.</p>	<p>No mitigation measures are needed</p>

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
belief should affect a person's life choices or the way they live for it to be considered			
Sex - men or women			
Sexual orientation - whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes			

➤ **Workforce Assessment**

Who will be affected – consider the following protected characteristics: age, disability, gender reassignment, marriage & civil partnership, pregnancy & maternity, race, religion or belief, sex and sexual orientation	Benefits	Risks	Mitigations / Recommendations
N/A			

➤ **Health and Care Assessment**

Key considerations	Benefits	Risks	Mitigations / Recommendations
<p>Will the proposal impact on the mental health and wellbeing of residents or services that support those with Mental Health issues?</p>	<p>All groups would be able to benefit equally from the opportunities created from the proposed additional workspace.</p> <p>The realisation of self-worth derived from the creation and running of a business. This is not restricted to any specific group. It is notable that the two communities face issues of multiple deprivation including long standing health issues. The benefits of the project are expected to provide wider health and wellbeing benefits to the community.</p>	<p>No group faces risks greater than any other through the letting of one of the proposed workspace units.</p>	<p>No alterations to the proposals are required.</p>
<p>Will the proposal promote independence and personal responsibility, helping people to make positive choices around physical activity, healthy food and nutrition, smoking, problematic alcohol and substance use, and sexual health?</p>	<p>The proposals have the potential to indirectly benefit all tenants of the workspace proposed</p> <p>Running a business in the facilities proposed will promote the positive</p>	<p>The proposed facilities will be designed, created & run with the aim of creating a positive working environment. No specific Healthy lifestyle risks are anticipated.</p>	<p>No alterations to the proposals are required.</p>

Key considerations	Benefits	Risks	Mitigations / Recommendations
	<p>aspects identified. The Centre's staff are also experienced in assisting / guiding businesses to the business management and wider support packages available.</p> <p>Further, the Centre is located 0.1 miles from 'The Wammy' green corridor giving opportunity for exercise & interface with nature.</p>		
<p>Does the proposal reduce or increase the risk of: falls in older people, childhood accidents, road accidents, or workplace accidents?</p>	<p>The facilities proposed will all be fully compliant with all workplace legislation thereby potentially preventing prospective tenants from having to rent other less-compliant facilities.</p>	<p>None envisaged</p>	<p>None required.</p>

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➤ **Communities Assessment**

Key consideration	Benefits	Risks	Mitigations / Recommendations
<p>Will the proposal support a joint approach to responding to crime and addressing the causes of crime?</p>	<p>All groups could be able to benefit equally from the facilities proposed.</p> <p>Financial deprivation is one of the causes of crime therefore the creation of additional employment potentially removes the root cause from those employed.</p>	<p>N/A</p>	<p>N/A</p>

➤ **Economic Assessment**

Key consideration	Benefits	Risks	Mitigations / Recommendations
<p>Will the proposal promote the county as a “go to” location for business, and make it easy for businesses to start up, innovate and expand?</p>	<p>All groups would be able to benefit equally from the facilities proposed.</p> <p>The proposed facilities would expand the very successful range of managed workspace offered by the County Council. The parameters identified are exactly those for which the Centres exist and are likely to be more important than ever as we look to recover from the COVID 19 situation.</p>	<p>The COVID-19 virus situation has brought significant instability to the economy thus potentially impacting on the uptake of workspace. However, we anticipate that there is likely to be some pent-up demand from people looking to start up new enterprises.</p>	<p>The financial business case proves that the life and income generating potential of the proposals far exceeds the point of financial payback. This covers any potential reduction in occupancy levels in the proposed facilities. No changes are required. Experience from elsewhere in Staffordshire suggest that the Enterprise Centres are well let and well rated by their occupants.</p>
<p>Will the proposal have an impact on income? Will it reduce the gap between high and low earners?</p>	<p>All groups would be able to benefit equally from the facilities proposed.</p>	<p>Business success is for a key opportunity for reducing the income gap. All businesses need appropriate premises from which to operate. The proposed premises & the business support available maximises the potential for business success. The premises are both situated in</p>	<p>No changes are required to the proposals.</p>

Key consideration	Benefits	Risks	Mitigations / Recommendations
		<p>areas of income and other deprivation and will allow for new business start ups to bring additional economic activity to these communities.</p>	
<p>Will the proposal impact on working conditions and the health of Staffordshire's workforce?</p>	<p>All groups would be able to benefit equally from the facilities proposed.</p> <p>The proposed facilities are fully legislatively compliant, good quality & in attractive surroundings. All these aspects would benefit the work force located in these facilities.</p>	<p>There are no workplace related risks related to the proposals.</p>	<p>N/A</p>
<p>Will the proposal create the right conditions for increased employment in more and better jobs?</p>	<p>All groups would be able to benefit equally from the facilities proposed.</p> <p>The project aim is for the proposed units to be targeted towards lettings to start-up / micro businesses in higher</p>	<p>The attraction of higher skilled start-up / micro-businesses cannot be guaranteed.</p>	<p>No physical changes are needed for the proposed facilities. Emphasis is needed on carefully targeted marketing and linking this into wider business support packages that are available.</p>

Key consideration	Benefits	Risks	Mitigations / Recommendations
	<p>skilled fields through making the premises attractive to those businesses.</p>		

➤ **Climate Change Assessment**

Key considerations	Benefits	Risks	Mitigations / Recommendations
<p>Does this proposal have any Climate Change implications?</p>	<p>All groups could be able to benefit equally from the facilities proposed.</p> <p>The benefit would be through the potential reduction in carbon emissions through reduced commuting distances. The design life is 120+ years so once constructed to modern standards, will not need replacement for a very long time. All lighting will be of an energy saving variety and no heating is provided in the workshops.</p>	<p>None</p>	<p>None more than have already been included</p>

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Key considerations	Benefits	Risks	Mitigations / Recommendations
<p>Will the proposal impact on the built environment and land use?</p>	<p>No specific group would be differentially impacted from the facilities proposed.</p> <p>The effect on the built environment will be positive as the project is to be based on land that is currently derelict in the centre of Knutton.</p> <p>Prevention of other premises of less beneficial qualities being constructed in a more impactful location.</p>	<p>No risks identified for the site. The proposal is also within the Town Deal programme so benefits from the input of the Town Deal Urban Design consultant. A full assessment of potential impacts will be considered through the planning process.</p>	<p>Mitigation for the site has already been actioned through the inclusion of an architectural input of the Town Deal Urban Design Consultant. The project is now sited in a location seen as beneficial to the local community.</p>
<p>Will the proposal affect air quality (e.g., vehicle, industrial or domestic emissions), drinking water quality or land quality (e.g. contamination)?</p>	<p>All groups will be able to benefit equally from the facilities proposed. The existence of additional facilities in this location would potentially benefit locally based new businesses by reducing the need to commute longer distances to other facilities.</p>	<p>N/A</p>	<p>N/A</p>

Key considerations	Benefits	Risks	Mitigations / Recommendations
<p>Will the proposal affect the ability of people/ communities/ business to travel? Will the proposal impact on walking/ cycling opportunities?</p>	<p>All groups will be able to benefit equally from the facilities proposed. The existence of additional facilities in this location would potentially benefit locally based new businesses and/or local people by reducing the need to travel longer distances to other facilities. The two centres are also within reasonable distance of existing hourly frequency bus services.</p>	<p>N/A</p>	<p>N/A</p>
<p>Will the proposal cause disruptive noise?</p>	<p>No specific group would be differentially impacted from the facilities proposed.</p>	<p>There is a likelihood of low levels of additional noise being generated in the new facilities. Conversely, the location of the proposed facilities would actually shield the proposed new housing from the noise generated by the existing workshops.</p>	<p>The proposed facilities would be constructed to the current high-quality standards required by Planning & Building Control. Therefore, the facilities would have significantly better acoustic insulative properties than the current facilities thereby reducing potential sound levels.</p>

Cabinet Meeting on Wednesday 15 June 2022

Mobilisation of Staffordshire's Household Waste Recycling Centres



Cllr Simon Tagg, Cabinet Member for Environment, Infrastructure and Climate Change said,

"The management and day-to-day running of Staffordshire's Household Waste Recycling Centres is a large, complex operation and I am delighted that the move to bring the service back in-house has gone so smoothly.

"This will ensure we maintain the best service for residents, be sustainable and provide value for money for taxpayers and I know that users are already noticing improvements on the ground. Now we begin to think about long term development and our ambitious

plans to improve facilities and encourage more sophisticated recycling methods."

Report Summary:

The HWRC's located in Staffordshire, together with the transfer station at Leek, were run and operated on behalf of the authority by Amey who were awarded a two-year emergency contract that ran until 29 March 2022 following the termination of the previous contract by mutual agreement.

Cabinet approved the insourcing of the Household Waste Recycling Centres (HWRC) from 30 March 2022 on the 17 March 2021.

The inhouse HWRC service has been operating since 30 March 2022 and has already passed several milestones, TUPE transferring circa 60 staff, deploying new systems and establishing new contractors. It has also maintained the service throughout a number of bank holiday periods, which are always a time of high demand for the service.

The Waste Team is to further update Cabinet in October 2022 on the HWRC network, along with producing a 5-year costed maintenance improvement plan and a reviewed and updated HWRC usage policy.

Recommendation(s)

I recommend that Cabinet:

- a. Note the work that has been completed to deliver the successful insourcing of the HWRC Network.
- b. Note that there is a current Policy for the Usage of Household Waste Recycling Centres that details how waste from non-household sources will be managed (Appendix 1).
- c. Note the need to review the current infrastructure and mobile plant across the network and invest where appropriate to maintain a modern, efficient network.
- d. To note that, following input from Prosperous Overview and Scrutiny Committee, it is intended that a report will be submitted to Cabinet in the Autumn on the HWRC network to consider a 5-year costed Maintenance Improvement Plan and reviewed and updated usage policy.

Local Members Interest
If report is relevant to ALL Members, type 'N/A' into table
Insert Members Name and Electoral Division

Cabinet – Wednesday 15 June 2022

Mobilisation of Staffordshire's Household Waste Recycling Centres

Recommendation(s) of the Cabinet Member for Environment, Infrastructure and Climate Change

I recommend that Cabinet:

- a. Note the work that has been completed to deliver the successful insourcing of the HWRC Network.
- b. Note that there is a current Policy for the Usage of Household Waste Recycling Centres that details how waste from non-household sources will be managed (Appendix 1).
- c. Note the need to review the current infrastructure and mobile plant across the network and invest where appropriate to maintain a modern, efficient network.
- d. To note that, following input from Prosperous Overview and Scrutiny Committee, it is intended that a report will be submitted to Cabinet in the Autumn on the HWRC network to consider a 5-year costed Maintenance Improvement Plan and reviewed and updated usage policy.

Report of the Director for Economy, Infrastructure and Skills

Reasons for Recommendations:

Background

1. The Council currently provides a network of 14 HWRCs geographically spread across the county and Staffordshire residents also have access to the jointly funded site at Lower House Farm in Warwickshire. The service is well utilised by residents, with nearly 1.6 million visits per annum across the sites in Staffordshire. The service is also used by traders with c2,500 visits being made by registered traders in 2019/20.

2. Currently 42 material streams are accepted at the majority of HWRC sites and over the last five years an average of 71% of the tonnage has been recycled.
3. The HWRC's located in Staffordshire, together with the transfer station at Leek, were run and operated on behalf of the authority by Amey who were awarded a two-year emergency contract that ran until 29 March 2022 following the termination of the previous contract by mutual agreement.
4. Cabinet approved the insourcing of the Household Waste Recycling Centres (HWRC) from 30 March 2022 on the 17 March 2021. The following key outcomes were identified by Cabinet for the new in-house service:
 - a. A service that is safe to use and operate.
 - b. A service that maximises recycling opportunities.
 - c. A service that provides best value for the public purse.
 - d. A service that can match customer demand.
 - e. A service that has appropriate levels of customer satisfaction when considering the authorities overall budget and accountabilities.
 - f. A service that can offer flexibility so that service innovation/improvement is possible over the period of the contract.
 - g. A service that supports the priority outcomes of the authority.
5. As highlighted in the 2021 Cabinet report, further work has been carried out on the right sourcing of the haulage element of the HWRC service and an Officer decision (with Cabinet Member approval) was made to outsource this component. The Amey personnel impacted by this decision have TUPE transferred to the new haulage contractor (Biffa).
6. This report provides information on how Mobilisation Project Team has delivered against the key outcomes required for the insourcing of the service and includes a final recommendation for the future service direction. Member's attention is drawn to Appendix 1 which provides a Policy for the usage of Household Waste Recycling Centres.

Insourcing the service

7. Insourcing the HWRC network offers benefits by giving the Council more control over the service, with greater flexibility in delivering future efficiencies and meeting the changing needs and expectations of service users.
8. However, as the service has not been under the direct operation of the Council for some 27 years there is a higher level of responsibility

associated with insourcing due to the number of operational and legal requirements that need to be in place.

A service that is safe to use and operate

9. To manage these risks to both people and the environment the Operational Waste and Health & Safety teams have worked together to produce a management system. The system comprises policies, minimum standards, procedures, records and defines our legal and contractual compliance and internal standards. This system was deployed on day one of the insourcing and is currently undergoing a process of review and embedding.
10. In advance of day one all sites have been Audited by the Health and Safety team who have put together a report on items of concern or require a review. New procedures such as Safe Working Procedures and Risk Assessments for the operation have been produced.
11. The Management System has a set of procedures that detail how the service will operate to minimise risk of pollution from the activities covered in the site environment permits. Each site has its own management system with specific plans and procedures on how the service will reduce its impact on the environment.
12. Entrust have also surveyed all sites identifying current defects and prioritising them. Defects that are a high risk to health and safety have been rectified either before SCC taking over the HWRCs or immediately after, making the HWRCs safer for all site users.
13. Going forward a service that is safe to use and operate, will be key to the success of the service and will be monitored by Key Performance Indicators (KPIs) such as number of accidents and near miss reporting and Environment Agency Compliance Assessment report scores.

A service that maximises recycling opportunities

14. Recycling rates at the HWRCs have been monitored for a number of years. In recent years there has been a trend that recycling is falling, and the general waste has been increasing. There are a number of factors that are causing this including, capacity on sites, haulage resources and staff understanding of off taker's requirements.
15. All three of these causes have been addressed in the insourcing project. The contracting with Biffa for haulage has resulted in an increase of daily material transport , with an average of 4 lorries

available on a daily basis under the previous contractor, to an average of 7 lorries a day under the Biffa contract.

16. This has created more capacity on site, and more opportunity to capture recyclable material. This is coupled with better staff awareness of the correct procedures and the requirement to improve the recycling rate.
17. While it is still very early, there are initial indications that tonnage of some types of waste are falling. Going forward it is proposed that this will be monitored through the overall amounts of materials being recycled through the HWRC network, expressed as a percentage.

A service that provides best value for the public purse

18. Financial considerations were not the sole driver for the selection of the in-house delivery model when Cabinet made the decision in March 2021. However, it was noted that the model was anticipated to be the lowest cost option for the Council.
19. There are initial indications that the some of the changes made by the Council are having a beneficial effect on costs and income. For example, the management of the high value materials off takers, through a Dynamic Purchasing System (DPS), has resulted in some very competitive income prices and savings in disposal costs.
20. Alongside this, off takers for low value materials that have not been procured through the DPS, have been selected using 3 quotes to ensure best prices are achieved.
21. The selection of off takers has also factored in location, so that price also considered haulage costs and carbon miles, resulting in the best disposal outlets for overall costs and resulting in a positive impact on carbon emissions.
22. The management of off takers will be vital in demonstrating value for money. Prices will be annually reviewed and reprocured to ensure the Council continues to maintain best value.

A service that can match customer demand

23. The HWRC service is a 7 day a week service, only closing for 3 days (Christmas Day, Boxing Day and New Year's Day) in the year. This creates constant demand for the service. External factors such as weather and time of year can also affect demand for disposal of certain materials at certain points of the year. It is vital that the service has flexibility to respond to these pressure points.

24. The haulage contract that has been agreed with Biffa delivers this. Biffa has based their fleet at two HWRCs, rather than one, as they were under the previous contract. This has improved the support that haulage can offer the sites across the county, with more efficient exchanges of full bins.
25. The contract also has provision of flexibility with a requirement for at least 7 Lorries available throughout the week. However, this can be reduced or increased depending on workload.
26. Going forward this will be monitored through the number of lorries being used on contract and the payload loads of bins that are collected along with incidents of when sites run out of storage capacity.

A service that has appropriate levels of customer satisfaction when considering the authorities overall budget and accountabilities

27. The HWRC service has always received relatively low amounts of complaints and compliments, January – December 2021, 102 complaints and 21 compliments especially when compared to the total number of visitors for the same period of 1,573,345.
28. The increased haulage and better provision of tools and equipment is leading to an improvement in site management which has already been noticed and highlighted by off takers and members of the public.
29. Key to the success of the insourcing project is to maintain a low number of complaints and increase the number of compliments, which will continue to be monitored.

A service that can offer flexibility so that service innovation/improvement is possible over the period of the contract

30. There are several innovations that have been brought to the network. All sites have been supplied with appropriate ICT equipment. This is allowing for efficient communications and training between sites and the management team.
31. There is a new CCTV system being installed across all sites. A live stream from each site will be accessible via the internet so that members of the public will be able to better plan their visits. The CCTV System will also allow improved accident and incident investigation. Also coupled with the new body worn cameras, that are being deployed, this will improve security for operatives and other site users.

32. A new data handling system for recording waste movements on and off sites has been developed with a contractor. Staff were trained and the system was implemented on day one of operations. Officers are working with the contractor to improve the system to incorporate other requirements, for example machine pre use checks, daily site checks and plant checks.

A service that supports the priority outcomes of the authority

33. The new HWRC service is supporting Staffordshire economy, using local off takers for the materials that are generated. It is continuing to operate a Trade Waste and Small Business disposal scheme, offering local businesses a compliant solution to the waste they generate in line with the current approved policy framework.
34. The Network is already considering the impact of its activities on the environment along with the carbon created through the haulage elements of the operations. Along with offering residents of Staffordshire more opportunity to recycle and improve their carbon footprint.

Moving forward

35. The inhouse HWRC service has been operating for some 10 weeks and has already passed several milestones including, TUPE transferring circa 60 staff, developing new systems and off takers. It has also maintained a service throughout a number of bank holiday periods, which are always a time of high demand for the service.
36. The service has already begun talks with Biffa to change to using alternative low carbon fuels over diesel. This change is planned to be completed by the end of the year and will significantly reduce carbon emissions generated from hauling materials to off takers.
37. It is becoming clear there is demand for the service from a number of non-Household sources, such as Waste Collection Authorities, Charities, Schools, and Traders. HWRCs are principally provided for residents to dispose of their household waste, and to do this successfully, capacity needs to be managed, meaning that, ideally, at times waste from other sources needs to be controlled.
38. There is an existing approved Policy for the Usage of Household Waste Recycling Centres that details how waste from these sources will be managed. However, it was produced and approved in 2013 (Appendix 1), so it is appropriate that it is now reviewed and updated.

39. Alongside the need to review this policy, there is a need to review the current condition of the infrastructure and mobile plant across the network. It is apparent that there has been under investment in maintenance of the network for several years which has led to significant investment being required to bring the network up to an appropriate standard.
40. The intention of the Waste Team is to further update Cabinet in the Autumn of 2022 on the HWRC network along with producing a 5-year costed Maintenance improvement Plan and an updated HWRC Policy.

Legal Implications

41. The provision of the suitable Household Waste Recycling service is a statutory function of the County Council.
42. Legal support and advice have been maintained throughout the insourcing of the HWRCs, setting up of the DPS and associated contracts.

Resource and Value for Money Implications

43. The HWRC budget continues to be monitored closely following the move to bring the service back in-house.
44. There are a number of site improvements that will be required in the next few months. These include replacement bins and replacing the floor in the Burntwood site office. There may be further other urgent work that is required before the October 2022 Cabinet update. It is essential that these, and similar repairs and replacements that are deemed essential to ensure the service continues to operate safely, are carried out as soon as possible and a provision has been made in the 21/22 outturn report to cover up to £0.250m of these costs.
45. Like other capital spend, the amount spent on emergency HWRC defects will be reported as part of the quarterly performance monitoring reports to Cabinet. This will only be work that is necessary to keep the sites safe and if further budget above the provision is required, this will need to come from reserve balances.
46. The completed five-year costed maintenance improvement plan is likely to require additional funding outside of the HWRC revenue budget and this will be recommended in the October Cabinet update.

Climate Change Implications

47. The Waste Service has been the authorities largest Carbon emitter since it began its annual carbon monitoring, following its Climate Emergency Declaration, in July 2019.
48. The insourcing of the service gives the authority direct control over how it manages a major part of the operation. Offering residents more opportunity to apply the waste hierarchy to the material they want to dispose of, in turn reducing carbon their emissions.
49. Positive steps have already been made in factoring carbon into the selection of off takers. Switching to Low carbon fuels for haulage will deliver more carbon savings. There are a number of other projects being considered that will further improve the services emissions, helping the authority meet its Climate Change Targets

List of Background Documents/Appendices:

Appendix 1 – Current Policy for the Usage of Household Waste Recycling Centres

Community Impact Assessment – Summary Document

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Waste Management Services

Recycling Centres

Policy for the usage of Household Waste Recycling Centres



Final Issued by Waste Management Services, December 2013

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Distribution list

This document has been distributed to:

Name	Date Report Issued	Draft or Final?
Waste Management & Climate Change Services, Staffordshire County Council		
Customer Contact Centre, Staffordshire County Council		
Relevant Members and Senior Managers, Staffordshire County Council		
HWRC Operating Contractor		

3



1. Introduction

Scope

This policy document relates specifically to the Household Waste Recycling Centres (“HWRCs”) in Staffordshire. The policy covers:

- The background context to the Household Waste Recycling Centres;
- The legal position and responsibilities of this public service; and
- Policies adopted by Staffordshire County Council.

This policy document should be read in conjunction with the following:

- Environmental Protection Act 1990;
- Controlled Waste Regulations 2012 (as amended by the Controlled Waste Regulations (Amendment) Regulations 2012);
- Hazardous Waste Regulations 2005 (as amended by the Hazardous Waste Regulations (Amendment) Regulations 2010);
- Waste Electrical and Electronic Equipment Regulations 2006 (as amended by the Waste Electrical and Electronic Equipment (Amendment) Regulations 2010); and
- HSE Operating civic amenity sites safely (version waste 01. 09/11).

Background

Household Waste Recycling Centres (HWRCs) play a significant role in enhancing local authority recycling services offered to the public. The significant tonnages of waste accepted and the high recycling rates achievable mean that HWRCs will continue to play an important role in waste management and recycling.

It is an efficient and effective way to provide a service to residents, particularly for items that are not collected at the kerbside or are costly to collect at the kerbside. These sites also provide residents with an alternative to kerbside collections for the responsible disposal, recycling or reuse of their household waste¹.

¹ Resource Futures c/o WRAP (2012), Review and Update of HWRC Guidance



2. Statutory basis for the provision of HWRCs

Environmental Protection Act 1990

HWRCs are now licensed under the Environmental Protection Act (“EPA”) 1990.

The relevant part of Environmental Protection Act 1990, Section 51 states that:

- (1) *It shall be the duty of each waste disposal authority to arrange—*
 - a) *for the disposal of the controlled waste collected in its area by the waste collection authorities;*
and
 - b) *for places to be provided at which persons resident in its area may deposit their household waste and for the disposal of waste so deposited;*
- (2) *The arrangements made by a waste disposal authority under subsection (1)(b) above shall be such as to secure that—*
 - a) *each place is situated either within the area of the authority or so as to be reasonably accessible to persons resident in its area;*
 - b) *each place is available for the deposit of waste at all reasonable times (including at least one period on the Saturday or following day of each week except a week in which the Saturday is 25th December or 1st January);*
 - c) *each place is available for the deposit of waste free of charge by persons resident in the area; but the arrangements may restrict the availability of specified places to specified descriptions of waste.*
- (3) *A waste disposal authority may include in arrangements made under subsection (1)(b) above arrangements for the places provided for its area for the deposit of household waste free of charge by residents in its area to be available for the deposit of household or other controlled waste by other persons on such terms as to payment (if any) as the authority determines.*

What does EPA 1990 Section 51 mean?

In two-tier local authority administrations (like Staffordshire) the Waste Disposal Authority (WDA) has a duty to provide HWRC facilities. But there is no mention of the number of facilities needed save the requirement for them to be ‘reasonably accessible to persons resident in the area’. Therefore an authority may decide that one facility satisfies that duty, whereas other authorities may consider that they require more sites. It also means that not all wastes have to be accepted at all sites, for example asbestos.

HWRCs are to be provided for residents to dispose of their household waste free of charge. The sites must be reasonably accessible and available at all reasonable times. Other wastes can be also accepted (household waste from non-residents or non-householders, or non-household wastes) and it is permitted for charges to be levied for the disposal of these wastes.

The definition of household waste in the EPA 1990



The definition of household waste in section 75(5) of EPA 1990 is as follows (but is then subject to the further definition in the Controlled Waste Regulations 2012): "household waste" means waste from—

(a) domestic property, that is to say, a building or self-contained part of a building which is used wholly for the purposes of living accommodation;

(b) a caravan (as defined in section 29(1) of the Caravan Sites and Control of Development Act 1960) which usually and for the time being is situated on a caravan site (within the meaning of that Act);

(c) a residential home;

(d) premises forming part of a university or school or other educational establishment;

(e) premises forming part of a hospital or which are used to provide a care home service (as defined by section 2(3) of the Regulation of Care (Scotland) Act 2001 (asp 8)).

Controlled Waste (England and Wales) Regulations 2012

As outlined above, the Environmental Protection Act (EPA) 1990 defines household waste in Section 75(5). This definition is then further clarified in the Controlled Waste (England and Wales) Regulations 2012. It is defined within the Regulations according to its source rather than its content (see Schedule 1, Paragraph 2 of the Regulations). This can be difficult for HWRC operators because it is sometimes difficult to establish the source of (household type) waste once it has been brought to an HWRC for disposal. For example traders may try to dispose of wastes that have in fact arisen from commercial activities at HWRCs under the guise of the waste being their own household waste.

Charging householders

It is clear within the EPA 1990 that HWRCs that fulfil a WDA's duty to provide facilities for residents in their area to dispose of household waste under that legislation must do so free of charge. However, not all wastes that are disposed of at HWRCs are defined as household waste. Therefore local authorities can charge for disposal of these wastes.

Some authorities have sought to argue that, as long as a WDA has fulfilled its statutory duty to provide facilities that are reasonably accessible, available at all reasonable times and allow for household waste to be disposed free of charge, they could operate additional discretionary HWRCs outside of Section 51 of the EPA 1990 and thus charge for household waste received at these additional sites. However it should be noted that the legal position on this is not yet clearly established.

Charging to dispose of certain wastes

"Household Waste" is defined under section 75(5) EPA and under the Controlled Waste (England and Wales) Regulations 2012 (as amended). The 2012 Regulations confirm the classifications of wastes by source and by type, indicating those that are Household Waste and those that are Commercial Waste or Industrial Waste, i.e. chargeable. For example, Waste from construction or demolition works are Industrial Waste, for which a disposal charge can be levied.



Therefore, if a resident takes a large amount of Construction & Demolition Waste (C&D Waste) from their property to an HWRC, the local authority could charge the person for the deposit of this waste at the site. However, many authorities allow small quantities of C&D waste free of charge as long as it doesn't arrive at the HWRC on a regular basis. In addition, the 2012 Regulations also now define some Household Waste for which disposal is chargeable.

Charging for access to HWRCs

Section 93 of the Local Government Act 2003 allows local authorities to charge for discretionary services, so long as the authority is authorised, but not required by law, to provide the service and the person using the service has agreed to its provision. The local authority can recover the costs of providing discretionary services but it cannot make a profit from charging, i.e. the income from the charges for the services should not exceed the cost of providing them.

Some authorities have argued that sites that are in addition to the statutory HWRC network required under Section 51, (e.g. such as the Community Recycling Centres in Somerset), can accordingly charge for the disposal of household waste by residents in their area.



3. Definition of Waste

Household Waste

Household Waste includes:

- All waste arisings from Civic Amenity (CA) Sites established under Section 51(1)(b) of the Environmental Protection Act 1990.

Hazardous waste

Waste is considered 'hazardous' when it contains substances or has properties that might make it harmful to human health or the environment. The Environment Agency's interpretation of the definition and classification of hazardous waste can be found in their technical guidance. When assessing whether a waste is hazardous or not, the Hazardous Waste Regulations 2005, (as amended by the Hazardous Waste Regulations 2009), refer to the "List of Wastes" in the List of Wastes Regulations. This list is more commonly referred to as the European Waste Catalogue.

Wastes brought to a HWRC will fall into one of three categories:

- Always hazardous: e.g. lead acid batteries and fluorescent tubes
- Never hazardous: e.g. edible oil
- May be hazardous and needs to be assessed: e.g. paint.

Whilst some of these wastes are not legally hazardous, they can be difficult to dispose of, causing mess and nuisance if they are disposed of incorrectly or spillages / breakages occur.

The former National Household Hazardous Waste Forum (NHHWF) therefore defined **Household Hazardous Waste (HHW)** as "any material discarded by a household which is difficult to dispose of or which puts human health or the environment at risk because of its chemical or biological nature." Whilst not a legal definition, the NHHWF definition of HHW indicates that HWRC site staff need to manage some wastes with more care and attention than others.

Bulky waste

The legal definition of "bulky waste" pursuant to schedule 1 (Regulation 4) in the Controlled Waste (England and Wales) Regulations 2012 is:

- any article of waste which exceeds 25 kilograms in weight; and/or
- any article of waste which does not fit, or cannot be fitted into:
 - (a) a receptacle for household waste provided in accordance with section 46 of the Environmental Protection Act 1990; or



- (b) where no such receptacle is provided, a cylindrical container 750 millimetres in diameter and 1 metre in length.

Asbestos

Asbestos is a hazardous waste. It should only be accepted at HWRCs that have suitable facilities and resources to accept it. Householders may be provided with plastic sheeting in which to bag the asbestos before arrival at the site. Guidance is available from the HSE regarding the safe handling of asbestos waste at civic amenity sites.

It must be accepted for free when deemed to be “Household Waste” by its source, but the majority of asbestos arises from construction or demolition works, in which case disposal is chargeable. Alternatively, Householders may be advised of other possible arrangements for the disposal of asbestos.

Construction & Demolition Waste

Construction & Demolition Waste from households is not defined as Household Waste for the purposes of Section 51 of the Environmental Protection Act (the duty for WDAs to provide HWRCs to residents to dispose of their Household Waste). Examples of Construction & Demolition Waste from households could include:

- Doors and windows
- Fitted kitchens
- Fitted wardrobes
- Inert material such as rubble and concrete, bricks and roof tiles
- Plasterboard
- Soil from landscaping activities
- Any other building materials.

However local authorities understand that these types of wastes can be generated by householders and they therefore need to dispose of this waste. Several authorities have limited the quantity that can be disposed of for free within the HWRC network, in order to minimise abuse from traders whilst providing a service to the householder.



Materials which must be accepted at HWRCs free of charge	*Materials for which charges can be levied*
<p>All Household Waste delivered by residents in the area to the site (see note below), including but not limited to:</p> <ul style="list-style-type: none"> • Small recyclables <ul style="list-style-type: none"> - Cardboard - Paper - Cans - Glass - Plastic bottles - Drinks cartons/ Tetra-pak - Textiles and shoes - Books • Green waste • Timber (high and low grade) • Metal • Large and small domestic appliances • Hazardous household wastes <ul style="list-style-type: none"> - Chemicals - Paint - Fridges and Freezers - Televisions and monitors (CRT) - Fluorescent Tubes - Batteries (domestic and vehicle) - Dense plastics - Carpet - Mattresses - Furniture • Black bag waste 	<ul style="list-style-type: none"> • DIY and C&D wastes: <ul style="list-style-type: none"> - Doors and windows - Fitted kitchens - Fitted wardrobes - Inert material such as rubble and concrete, bricks and roof tiles - Plasterboard - Soil from landscaping activities - Any other building materials (e.g. asbestos) • Commercial Wastes • Tyres

* Please note these lists are not exhaustive

The definitions above illustrate that not only the type of waste but also the source defines how the waste should be classified. It highlights that it can be difficult to interpret the source of the waste and therefore many local authorities take a pragmatic view regarding what is and isn't acceptable at their sites.

Note that HWRCs can also charge for Household Waste from non-residents and that additional discretionary facilities that are not HWRCs under the EPA1990 may also be able to charge to receive Household Waste.



Commercial / trade waste

Commercial Waste is that generated from premises used wholly or mainly for the purposes of a trade or business. Schedule 2, Paragraph 4 of the Controlled Waste (England and Wales) Regulations 2012) lists wastes that should be treated as Commercial Waste.

Commercial Waste does not include household, agricultural or industrial waste. If waste is generated within a residential home or garden, but as a result of a business activity (for example garden waste generated by a landscape gardener or building waste as a result of removing a fitted kitchen), it is defined as Commercial Waste and therefore subject to regulation as Commercial Waste.



4. Managing trade waste

Overview

In recent years the management of trade waste at HWRCs has revolved around methods to prevent it from entering site. However as a result of local authority budget pressures, and (in England) encouragement from the Government to accept trade waste, councils are increasingly considering how they can use trade waste inputs to generate income and, ultimately, protect the provision of HWRCs for residents. This section looks at why trade waste input should be controlled, how to prevent abuse and systems for the legitimate acceptance of trade waste.

The businesses most likely to use a C&I bring centre are small and micro-businesses, as they are less likely to have a contract in place to collect their waste. The sectors that those businesses are from will vary from area to area.

Sites accepting trade waste that are currently in operation have found that users are often from retail, building, glazing, gardening and landscaping, small manufacturers, hotels and restaurants, and professional and service sectors.

Why control trade waste input

HWRCs are a facility for householders resident in the area to dispose of Household Waste. If commercial waste enters the site unchecked the problems that arise include:

- Congestion onsite, which may result in householders not using the site
- Practicalities of segregating commercial and household waste
- Additional service vehicles required onsite
- Cost of additional disposal
- Morale of site staff affected if they know abuse is ongoing and they are not supported in taking preventative action
- Commercial waste may not be segregated into different recyclable waste streams, thereby affecting the recycling rate of the site.

All these factors mean that commercial waste should be controlled. If commercial waste remains unchecked, other measures to improve the efficiency of the site are likely to be less effective.

Recommendations from the Government's Waste Review

The Government published its review of waste policy in England in June 2011. In the Review the Government has encouraged local authorities to consider allowing small businesses to dispose of waste at HWRCs, because they want to make it easier and more cost effective for SMEs to



recycle. The Review stated that the Government is ending the Landfill Allowance Trading Scheme, which removes a (perceived) barrier to local authority service provision in this area.

However the review does acknowledge that SMEs are not always aware of available recycling services and of their legal responsibilities. Therefore any local authority accepting trade waste at an HWRC will need to ensure that trade customers are compliant with the relevant waste legislation.

Preventing trade waste abuse

For sites to accept trade waste (as encouraged by the Waste Review 2011) it is necessary to be able to control trade inputs so that the material can be properly managed. In practice this means having the capability to prevent trade inputs in certain circumstances. Moreover it is likely that many sites will prefer to prevent all trade waste inputs because there is not space, weighbridge, staff, etc to be able to manage legitimate trade waste inputs. There are a number of options available as discussed below.

Meet and greet staff

It is worth noting that any staff that are meeting and greeting site visitors will be able to challenge any suspected trader. Where trade waste is suspected, they can discuss with the driver where the waste has come from.

The meet and greet staff can refuse to allow the vehicle to dispose of waste and instruct them to use alternative disposal routes. Staff should be made aware of location details for alternative facilities.

Barriers

In previous research² where height barriers are introduced as the only trade waste control method, they are generally found not to work, because traders would find ways around them. If there is a height barrier (or a van ban as referred to below), traders may use estate cars and/or trailers, or park outside the site to overcome this problem. Therefore this type of trade waste control needs to be used in conjunction with other control methods (such as disclaimer systems and/or ANPR).

Some sites have manual barriers whereby a site operative performing the meet and greet function must raise the barrier once they have discussed with the driver what type of waste they are disposing of. This type of barrier may be useful on relatively quiet sites. However if this results in extensive traffic queues, this system is not practicable, particularly if it affects non-site traffic.

If a raised barrier is to be used at the front of the site, it needs to be high enough to let large domestic vehicles in. If the height barrier is too low, site staff may end up opening (and possibly leaving open) the barrier, which could then allow vans (more likely to be driven by traders) onsite unchallenged.

² The Trade Waste Inputs to Civic Amenity Sites and National Assessment of Civic Amenity Sites (NACAS)



The popularity of people carriers and 4x4 vehicles means that any height barrier needs to be high enough to allow these domestic vehicles to enter site. Generally, a height barrier of 2 metres (approximately 6 foot 6 inches) should be adequate. However if the vehicle has any roof or rear attachments (roof racks or bike racks), it may be too high for the barrier. Local authorities should make it clear on their website and at the site entrance (on the barrier) what the clearance height is.

Van bans

Whether there is a barrier in place or not, local authorities may want to enforce a van ban, based on the assumption that vans are predominantly commercial vehicles. If a van ban is in place, site managers should be encouraged to take responsibility for seeing all vans and requesting photo ID and proof of residency.

This will prevent trade abuse from outside of the authority and will act as a deterrent for those that live within the area. The site manager can then use his discretion as to whether to allow the vehicle to dispose of its waste and could follow up with the use of a disclaimer form. If a resident has hired the van, they should be requested to provide proof of hire.

Van & Trailer Permits

Many local authorities regulate the use of commercial vehicles and equipment (such as vans or trailers) at HWRCS using a permit system. This will often involve a resident applying in advance for an annual season ticket permitting a specific number of visits – say 10 per year.

Automatic Number Plate Recognition

Automatic Number Plate Recognition (ANPR) systems can be very effective if they are used to their full advantage. For example, the system can be set up so as to trigger an email to a staff member at the local authority, who can then follow up suspected trade abuse, (e.g. when a vehicle has breached a set number of visits over a given period). Alternatively if the system does not provide alerts, a member of staff will need to be responsible for monitoring the ANPR data and highlighting any vehicles that are frequently entering site.

Any ANPR or disclaimer systems require enforcement and follow up to ensure site visitors are aware it is not acceptable to abuse the site.

Disclaimer forms

Any site users suspected of bringing trade waste to the sites should be approached by site staff and requested to fill in a disclaimer form to verify the waste is from their household and not of trade origin. In such instances staff should take licence plate details for the vehicle being used by the abusive site user.



It is essential that completed disclaimers be recorded onto a database that is monitored frequently. Abuses of the system should be subject to an enforcement mechanism that in the first instance will result in a phone call or letter to the property in question. Should it be deemed necessary, a home visit should be undertaken and, in a worst-case scenario, recurrent trade abuse should result in court proceedings. Any such successful prosecutions should be widely publicised in the local media.

Effectively enforcing the disclaimer mechanism in this way will send out a message to traders that abuse of the HWRCs will not be tolerated. It will also demonstrate to the site staff that they have the backing of managers in the Council in the enforcement of the policy. This in turn could provide motivation for them to increase efforts to exclude trade waste from the facilities.

Proactive intervention

A proactive approach to persistent trade abuse is to join forces with other enforcement agencies to deliver a short term but effective deterrent. A multi-agency event could involve the local authority environmental management / environmental health, Department of Employment, VOSA, parking enforcement, and the Police / PCSOs.

These events aim to challenge those people that were suspected traders, but who may also be committing other offences that the other agencies would be interested in preventing.

Accepting legitimate trade waste

Provision of a Trade Waste Recycling Centre (TWRC) using existing HWRC infrastructure can be used where there is a gap in the market in facilities suitable (i.e. cost effective) for SMEs and micro-businesses.

The issue of trade waste acceptance needs to be addressed on a site by site basis: some sites are simply not appropriate for accepting trade waste, maybe due to being too small or too vulnerable to abuse by traders not wishing to pay for disposal.

Compliance

It will be important for any trade waste customers to be compliant with all relevant regulations including:

- Waste carriers registration
- Waste transfer notes
- Hazardous waste consignment notes.

More information on waste carriers and waste transfer notes can be found on the Business Link website, previously the NetRegs website.



5. Staffordshire policies in respect of the provision of HWRCs

List of policies

A list of policies adopted by Staffordshire in line with the statutory responsibilities (see earlier in the handbook for details) is presented in the Table below:

No.	Title
1.	Customer Feedback: Compliments, Comments and Complaints policy
2.	Access to HWRCs: Locations, opening times and material types policy
3.	Access to HWRCs: Vehicle height barrier and pedestrian use policy
4.	Access to HWRCs: Van & trailer use policy
5.	Access to HWRCs: Non-Staffordshire residents use policy
6.	Access to TWRCs: Small Traders Waste Disposal Scheme (pilot) policy
7.	Health & Safety: Footwear, assistance, children & pets policy
8.	Health & Safety: Vehicle movements, compaction and temporary closures
9.	Restricted Wastes: Hazardous (& difficult) household & garden chemicals waste policy
10.	Restricted Wastes: DIY, home improvements, renovation, construction & demolition policy
11.	Restricted Wastes: Asbestos policy
12.	Restricted Wastes: Automotive oils, tyres and batteries policy
13.	Restricted Wastes: Clinical waste policy
14.	Restricted Wastes: Schools, village halls & charities policy
15.	Restricted Wastes: Commercial (trade) waste policy
16.	Restricted Wastes: Animal wastes policy



Access and availability of policies

A copy of this policy handbook is held in the site office at each of the Household Waste Recycling Centres. Electronic copies are also available and can be issued to residents on request. Public awareness of these policies is undertaken through a combination of:

- service information leaflets (available at the HWRC on request and/or downloadable from the website www.recycleforstaffordshire.org or www.staffordshire.gov.uk);
- site notices (entrance sign, A-Frame boards, receptacle bay & other ad-hoc signage);
- advice from site staff (meet & greeters or site attendants);
- website information / FAQs;
<http://www.staffordshire.gov.uk/environment/rubbishwasteandrecycling/home.aspx>
- via telephone customer hotline (tel: 0300 111 8000) or email (recycling@staffordshire.gov.uk)



Appendix 1

Policy 1: Customer Feedback: Compliments, Comments and Complaints

Overview

The Household Waste Recycling Centre (HWRC) services are provided by Staffordshire County Council on behalf of residents as a method to dispose of their Household Waste.

The HWRC services compliment the kerbside collection schemes provided by the eight borough and district councils in Staffordshire.

In order to ensure residents receive high levels of service, Staffordshire County Council require feedback from residents on their experience of using the service, whether it be a compliment, comment or complaint.

This policy document sets out how Staffordshire County Council aims to achieve this feedback.

Policy

Residents can provide informal or verbal compliments, comments or complaints by:

- Liaison with the site staff (meet & greeters or site attendants);
- Telephone customer hotline: tel. 0300 111 8000; and
- Email: recycling@staffordshire.gov.uk.

Informal or verbal feedback is recorded by the site staff on a register held at the HWRC site cabin. The register is viewed by officers from Staffordshire County Council responsible for monitoring and compliance of the service (provided under contract) on a monthly basis and issues are addressed with the service providers.

In the event that the residents wish to provide more formal compliments, comments or complaints, this can be achieved in accordance with the Staffordshire County Council Customer Care Standards.

More information on the Customer Care Standards can be found on the Staffordshire County Council website. The specific link to the relevant webpage is:

<http://www.staffordshire.gov.uk/yourcouncil/consultationandfeedback/complimentscommentscomplaints/home.aspx>

The webpage provides the option to complete an electronic feedback form or to request a hardcopy of a feedback form to be issued in the post.

Hardcopies of the feedback form are also available at the HWRCs and the site attendants will offer copies to residents where appropriate and/or on request.

Version Control:

This policy was last reviewed by Waste Management & Climate Change Services:

31 July 2013.



Appendix 2

Policy 2: Access to HWRCs: Locations, opening times and material types

Overview

The Household Waste Recycling Centre (HWRC) services are provided by Staffordshire County Council on behalf of residents as a method to dispose of their Household Waste.

Each of the HWRCs provide similar service levels and facilities although they do operate as a network in terms of opening day coverage for the County and there are a number of facilities set up as 'Specialist Centres' where more difficult waste types can be disposed of.

Policy

Opening Days

13 of the HWRCs are open for five of the seven days in the week, including Fridays, Saturdays and Sundays. The Burton HWRC is open for six days of the week due to the distance located from the rest of the network that provide alternative facilities.

Spring & Summer bank holiday opening at the HWRCs are usually arranged at all 14 HWRCs whilst Christmas and New Year arrangements are made accordingly each year depending on which days the Bank Holidays fall.

Opening Hours

During the Summer period (BST), the opening hours are from 9.00am to 6.00pm during the week and 5.00pm at the weekends. The exception to this is Stone HWRC that shuts at 5.00pm during the week due to a planning permission condition. During the Winter period (GMT), all the HWRCs shut at 4.30pm.

The publicly available service leaflet provides details of which days each of the HWRCs are open. This is available at the HWRCs or via www.recycleforstaffordshire.org.

Waste Types



The publicly available service leaflet provides details of which waste materials can be received at each facility. The facilities are subject to change (e.g. new legislation, recycling options or when renovation works take place to upgrade the facilities). The publicly available service leaflet is available at the HWRCs or via www.recycleforstaffordshire.org.

Asbestos and Plasterboard are restricted to five HWRCs across the County.

The Newcastle HWRC is limited in terms of the materials it can accept due to the relatively small size of the site and a replacement site is being sought to improve services in this area.

Version Control:

This policy was last reviewed by Waste Management & Climate Change Services:

31 July 2013.



Appendix 3

Policy 3: Access to HWRCs: Vehicle height barrier and pedestrian use

Overview

The Household Waste Recycling Centre (HWRC) services are provided by Staffordshire County Council on behalf of residents as a method to dispose of their Household Waste.

HWRCs are a facility for householders resident in the area to dispose of Household Waste. If commercial waste enters the site unchecked the problems that can arise include:

- Congestion onsite, which may result in householders not using the site;
- Practicalities of segregating commercial and household waste;
- Additional service vehicles required onsite; and
- Cost of additional disposal.

Height barriers are used to control commercial vehicles (i.e. vans) entering the site without first being checked to ensure they are carrying household waste.

The popularity of people carriers and 4x4 vehicles means that any height barrier needs to be high enough to allow these domestic vehicles to enter site. Generally, a height barrier of 2 metres (approximately 6 foot 6 inches) should be adequate.

Policy

Height barriers

Height barriers are installed on all 14 of the HWRCs in Staffordshire to a height of approximately 2 metres (6 foot 6 inches).

The height barriers can be raised/opened by the site attendants following an inspection of the waste carried in the vehicle to confirm that it appears to be household waste.

In the case of a commercial vehicle, the completion of a 'disclaimer form' by the resident is required to declare that the waste is their own Household Waste and also to notify the resident that the frequent use of a commercial type vehicle at a HWRC may require further investigation. The completion of a 'disclaimer form' is not required by residents using domestic vehicles (i.e. People Carrier, 4x4, Adapted Vehicles, etc).

Pedestrian access

Pedestrian access is not a common occurrence. However, a number of HWRCs experience local residents that choose to bring waste on foot using wheeled bins, or on rare occasions, by bicycle.

The site attendants at the HWRCs will negotiate with local residents to manage any health & safety risks of walking in areas that are designated for vehicles. It may be that residents are required to be escorted onto the HWRC by staff wearing high visibility clothing.

Walking waste onto the HWRC by residents that have been refused entry as suspected trade waste is not permitted and will either be stopped or reported by site attendants to the appropriate authorities.

Version Control:

This policy was last reviewed by Waste Management & Climate Change Services:

31 July 2013.



Appendix 4

Policy 4: Access to HWRCs: Van & trailer use

Overview

The Household Waste Recycling Centre (HWRC) services are provided by Staffordshire County Council on behalf of residents as a method to dispose of their Household Waste.

HWRCs are a facility for householders resident in the area to dispose of Household Waste. If commercial waste enters the site unchecked the problems that can arise include:

- Congestion onsite, which may result in householders not using the site;
- Practicalities of segregating commercial and household waste;
- Additional service vehicles required onsite; and
- Cost of additional disposal.

Height barriers are used to control large commercial vehicles (i.e. transit vans) entering the site without first being checked to ensure they are carrying Household Waste.

In an attempt to avoid detection as a result of the height barrier, traders are known to change their large commercial vehicles to a smaller van or a domestic vehicle with a trailer in tow.

However, trailers are also used by residents to dispose of Household Waste, particularly for bulky wastes (e.g. furniture), garden waste, soil & rubble.

The site attendants are able to visually identify vans or domestic vehicles towing a trailer entering the site and check with the resident that they are carrying Household Waste.

Policy

Vans and other commercial vehicles

In the case of use of a commercial vehicle (e.g. a van) to deposit permitted waste at the HWRC, the site attendant will require the resident to complete a 'disclaimer form' to declare that the waste is their own waste and also to notify the resident that the frequent use of a commercial type vehicle may require further investigation.

Trailers

Residents that wish to bring their Household Waste onto the HWRCs using a trailer will be required to complete a 'disclaimer form' to declare that the waste is their own Household Waste and also to notify the resident that the frequent use of a trailer may require further investigation.

Version Control:

This policy was last reviewed by Waste Management & Climate Change Services:

31 July 2013.



Appendix 5

Policy 5: Access to HWRCs: Non-Staffordshire residents use

Overview

The Household Waste Recycling Centre (HWRC) services are provided by Staffordshire County Council on behalf of residents as a method to dispose of their Household Waste.

In general, local authorities recognise that in most cases the public will tend to use the HWRC that is closest to them, this being the most common cause of cross-border HWRC usage.

Even if local authorities are the receivers of 'imports' of cross border waste, many have a tacit understanding with their neighbouring authority which accepts this situation.

Policy

Staffordshire County Council allows its HWRCs to be used by non-Staffordshire residents.

Version Control:

This policy was last reviewed by Waste Management & Climate Change Services:

31 July 2013.



Appendix 6

Policy 6: Access to TWRCs: Small Traders Waste Disposal Scheme (pilot)

Overview

The Household Waste Recycling Centre (HWRC) services are provided by Staffordshire County Council on behalf of residents as a method to dispose of their Household Waste.

Provision of a Trade Waste Recycling Centre (TWRC) using existing HWRC infrastructure can be used where there is a gap in the market in facilities suitable (i.e. cost effective) for SMEs and micro-businesses.

The issue of trade waste acceptance needs to be addressed on a site by site basis; some sites are simply not appropriate for accepting trade waste, maybe due to being too small or too vulnerable to abuse by traders not wishing to pay for disposal.

Policy

Staffordshire County Council is piloting 3 TWRCs services at the Cannock, Leek and Stafford HWRCs.

Details of the scheme and pricing schedule are being reviewed as part of the pilot and an information leaflet can be obtained at the HWRCs or from this weblink:

<http://www.staffordshire.gov.uk/environment/rubbishwasteandrecycling/trade/SmallTradersWasteDisposalScheme.aspx>

Version Control:

This policy was last reviewed by Waste Management & Climate Change Services:

31 July 2013.



Appendix 7

Policy 7: Health & Safety: Footwear, assistance, children & pets

Overview

The Household Waste Recycling Centre (HWRC) services are provided by Staffordshire County Council on behalf of residents as a method to dispose of their Household Waste.

Accidents that occur at the HWRCs result mostly from slips, trips and falls.

HWRCs present greater risks to children and animals.

Certain footwear (e.g. sandals) may be inappropriate when handling and disposing of certain waste types (e.g. rubble, broken glass, etc), particularly in wet conditions or navigating different floor levels (e.g. ramps); and potentially increase the risk of injury. Gloves and other Personal Protective Equipment (PPE), (e.g. safety glasses) would also reduce the risk of injury in many cases.

Policy

Residents are advised that they should provide their own suitable clothing, footwear and PPE when using the HWRCs.

Site attendants can provide assistance to residents on request for unloading large or cumbersome waste materials from vehicles and transferring these into waste receptacles. Assistance with heavy objects will need prior consideration of safe lifting by the site attendant but they are pre-disposed to helping those that are in need of assistance when they are able to do so.

Please note that the site operator (or the council) will not be liable for any accidental damage caused to a vehicle as a result of a member of staff at a HWRC attempting to assist a resident with lifting heavy objects from the residents' vehicle.

Children and pets are required to remain in the vehicle at all times. Attendants are instructed to inform parents/carers of this rule if children or pets leave a vehicle.

If requested, site attendants are able to assist parents/carers in removing waste from their vehicles and depositing the waste in suitable containers in the event that it is not appropriate to leave young children unattended.



Version Control:

This policy was last reviewed by Waste Management & Climate Change Services:

31 July 2013.



Appendix 8

Policy 8: Health & Safety: Vehicle movements, compaction and temporary closures

Overview

The Household Waste Recycling Centre (HWRC) services are provided by Staffordshire County Council on behalf of residents as a method to dispose of their Household Waste.

There are risks to site staff, site users and service vehicle drivers from traffic movement onsite at HWRCs.

Managing congestion is important to ensure that site users are not tempted to park where they should not and walk to disposal areas, rather than wait and park in more appropriate areas. Site layouts and parking arrangements aim to minimise pedestrian interaction with traffic. Many of the modern sites generally direct traffic flow one way and include a passing lane.

Static or mobile compaction equipment is in use at the HWRCs along with Heavy Goods Vehicles for loading and unloading waste receptacles. Depending on the site design, the split level facilities will generally have a screen that closes off some receptacles whilst compaction or loading is taking place. At other sites and with smaller containers, the site attendants might close the site or stop vehicles and/or pedestrian movements whilst certain activities take place.

Policy

Residents are required to follow one-way road systems and use parking bays where they are in place at the HWRCs.

Site attendants can provide advice on request and will be proactive in relaying advice and instructions to drivers that are not acting in a safe manner. Residents are required to drive carefully and not to exceed speeds of 5mph whilst at the HWRC.

Residents are advised to wait until other vehicles that are inadvertently blocking their access are moved by their owner rather than trying to perform reserving manoeuvres.

Residents should follow instructions from site attendants and exercise caution when they are in close proximity to compaction or loading activities taking place or in the event that a traffic management issue arises.

Temporary site closures may be required at some HWRCs when loading and unloading waste receptacles.

Version Control:

This policy was last reviewed by Waste Management & Climate Change Services:

31 July 2013.



Appendix 9

Policy 9: Restricted Wastes: Hazardous (& difficult) household & garden chemicals waste

Overview

The Household Waste Recycling Centre (HWRC) services are provided by Staffordshire County Council on behalf of residents as a method to dispose of their Household Waste.

Residents may need to deposit small quantities of paint or chemicals that require safe handling due to the hazardous or potentially hazardous nature of the substance.

Other difficult wastes that residents bring to the HWRCs in small quantities that require special handling include gas cylinders or fire extinguishers.

Policy

Residents will be directed to a chemical safe, paint store or compound for the relevant types of wastes and required to complete a 'disclaimer form' (apart from paint) to declare that the waste is from their household and not arisen as a result of a commercial use.

The facilities will only store small quantities of waste. In the event that a large amount of these waste types is held by the resident, an assessment will be made as to whether or not it is more appropriate to make alternative arrangements.

Version Control:

This policy was last reviewed by Waste Management & Climate Change Services:

31 July 2013.



Appendix 10

Policy 10: Restricted Wastes: DIY, home improvements, renovation, construction & demolition

Overview

The Household Waste Recycling Centre (HWRC) services are provided by Staffordshire County Council on behalf of residents as a method to dispose of their Household Waste.

Construction & Demolition Waste from households is not defined as Household Waste for the purposes of Section 51 of the Environmental Protection Act 1990 (the duty for WDAs to provide HWRCs to residents to dispose of their Household Waste). Examples of construction and demolition waste from households could include:

- Doors and windows
- Fitted kitchens
- Fitted wardrobes
- Inert material such as rubble and concrete, bricks and roof tiles
- Plasterboard
- Soil from landscaping activities
- Any other building materials.

However local authorities understand that these types of wastes can be generated by householders and they therefore need to dispose of this waste. Many local authorities have limited the quantity that can be disposed of for free within the HWRC network, in order to minimise abuse from traders whilst providing a service to the householder.

The landfilling of gypsum and other high sulphate bearing wastes in combination with biodegradable waste is prohibited in England and Wales. This applies to loads of waste containing identifiable gypsum-based materials like plaster and plasterboard. This material must not be landfilled with biodegradable waste as it can lead to the production of odorous and toxic hydrogen sulphide gas. Markets now exist for recycling of plasterboard wastes, however contamination levels have to be greatly minimised in order for this to be acceptable. In most cases where plaster and plasterboard has other materials attached these can be removed successfully. If, however, attempts to segregate are unsuccessful, the Authority will take a pragmatic approach and work in partnership with its Contractors to ensure a suitable disposal / treatment solution is offered.

This approach is in accordance with the Environment Agency's current position statement.



Policy

Residents are required to present the DIY wastes (listed in the table below) separately for disposal in the relevant waste receptacles. The different types of waste types will not be accepted when mixed together, particularly in instances where materials such as plasterboard are mixed with inert materials (rubble) or soil.

Residents will be directed to a receptacle for the relevant types of wastes and required to complete a 'disclaimer form' to declare that the waste is from their household, has not arisen as a result of a commercial use, and to acknowledge that a limit applies to the quantities of waste they are entitled to deposit at the HWRC.

Quantities permitted over any given period are presented in the table below. Residents will be advised that for larger quantities of waste from home improvement type activities will require them to either hire a skip or dispose of the waste at a suitably licensed facility.

Restricted Waste Type	Quantities Permitted ^{#1}	Frequency
Inert material such as rubble and concrete, bricks and roof tiles or soil from landscaping activities	1 cubic metre (1m ³) (Broadly equivalent to a load that can be carried in a average sized car boot)	Six Months
Fixtures and fittings such as doors and windows, fitted kitchens, fitted wardrobes, fitted bathrooms, etc	1 cubic metre (1m ³) (Broadly equivalent to a load that can be brought to the HWRC in one trip)	Six Months
Plasterboard or gypsum based rubble	4 sheets (approximately 6' by 2' or 4' by 3') – or – 4 bags (approximately 25kg size rubble bag x 4)	Six Months

^{#1} Site attendants will show reasonable judgement when assisting residents in disposing of waste from a small one-off DIY job and these limits will be upheld for residents attempting to dispose of waste that is clearly not in the spirit of what the policy intends to achieve.

Version Control:

This policy was last reviewed by Waste Management & Climate Change Services:

31 July 2013.



Appendix 11

Policy 11: Restricted Wastes: Asbestos waste

Overview

The Household Waste Recycling Centre (HWRC) services are provided by Staffordshire County Council on behalf of residents as a method to dispose of their Household Waste.

Cement bonded asbestos is found in many places in the home including rainwater pipes and gutters, water tanks, insulation boards, garage/shed roofs, boiler flues and domestic equipment such as ovens, heaters and ironing boards. Generally, asbestos materials in good condition can be left in place and painted but should not be drilled, sanded or sawn. Where items are to be removed they should not be broken, other people should be kept away and the materials should be wetted to reduce dust.

Local Environmental Health Officers should be consulted on larger amounts of asbestos removal and work on sprayed asbestos or lagging must be carried out by licensed contractors.

Asbestos is a hazardous waste. It should only be accepted at HWRCs that have suitable facilities and resources to accept it in line with the Health & Safety Executive (HSE) guidance.

It is understood that small amounts of these types of wastes can be generated by householders (e.g. a minor repair on a garage roof involving a replacement roofing panel) and they therefore need to dispose of this waste. Many local authorities have limited the quantity that can be disposed of for free within the HWRC network, in order to minimise abuse from traders whilst providing a service to the householder.

Policy

Residents are required to present the asbestos waste in clear plastic bags that is double wrapped.

Residents will be directed to a receptacle for the relevant type of wastes and required to complete a 'disclaimer form' to declare that the waste is from their household, has not arisen as a result of a commercial use, and to acknowledge that a limit applies to the quantities of waste they are entitled to deposit at the HWRC.

Quantities permitted over any given period are presented in the table below. For larger quantities such as from demolition of a shed or garage roof replacement householders need to contact specialist firms that are licensed to handle that material. Details can be obtained from yellow pages or by contacting the Environment Agency helpline on 03708 506506.

The publicly available service leaflet provides details of which five HWRCs have facilities for accepting asbestos. It is available at the HWRCs or via www.recycleforstaffordshire.org.

Restricted Waste Type	Quantities Permitted ^{#1}	Frequency
Cement Bound Asbestos	4 sheets (approximately 6' by 2' or 4' by 3') – or – 4 bags (approximately 25kg size rubble bag x 4)	Six Months

^{#1} Site attendants will show reasonable judgement when assisting residents in disposing of waste from a small one-off DIY job and these limits will be upheld for residents attempting to dispose of waste that is clearly not in the spirit of what the policy intends to achieve.

Version Control:

This policy was last reviewed by Waste Management & Climate Change Services:

31 July 2013.



Appendix 12

Policy 12: Restricted Wastes: Automotive oils, tyres and batteries

Overview

The Household Waste Recycling Centre (HWRC) services are provided by Staffordshire County Council on behalf of residents as a method to dispose of their Household Waste.

It is recognised that residents will generally use commercially operated garages to dispose of maintenance, repair or consumable wastes from vehicles such as tyres, batteries, filters and oils.

However local authorities understand that certain types of wastes from vehicles can be generated by householders and they therefore need to dispose of this waste. Many local authorities have limited the quantity that can be disposed of for free within the HWRC network, in order to minimise abuse from traders whilst providing a service to the householder.

Policy

Residents are required to present the wastes from their domestic vehicles listed below separately for disposal in the relevant waste receptacles. The different types of waste types will not be accepted, particularly in instances where materials such as fuel are mixed with oils.

Residents will be directed to a receptacle for the relevant types of wastes and required to complete a 'disclaimer form' to declare that the waste is from their household, has not arisen as a result of a commercial use, and to acknowledge that a limit applies to the quantities of waste they are entitled to deposit at the HWRC.

Quantities permitted over any given period are presented in the table below. Residents will be advised that for larger quantities of waste from vehicle repair and maintenance type activities will require them to either use a garage or dispose of the waste at a suitably licensed facility.



Restricted Waste Type	Quantities Permitted	Frequency
Oils	25 litres	Six Months
Tyres	2 no.	Six Months
Battery	2 no.	Six Months

Version Control:

This policy was last reviewed by Waste Management & Climate Change Services:

31 July 2013.



Appendix 13

Policy 13: Restricted Wastes: Clinical Waste

Overview

The Household Waste Recycling Centre (HWRC) services are provided by Staffordshire County Council on behalf of residents as a method to dispose of their Household Waste.

Clinical Wastes are not usually accepted at HWRCs due to license restrictions.

Policy

No Clinical Waste, neither infectious nor offensive, is accepted at the HWRCs as these are not permitted under current licenses.

Version Control:

This policy was last reviewed by Waste Management & Climate Change Services:

31 July 2013.



Appendix 14

Policy 14: Restricted Wastes: Schools, village halls & charities

Overview

The Household Waste Recycling Centre (HWRC) services are provided by Staffordshire County Council on behalf of residents as a method to dispose of their Household Waste.

It is recognised that some non-domestic institution properties that serve residents will produce similar types of waste to households and in such circumstances they can be disposed at the HWRCs.

Typical activities will include charities that collect furniture from residential properties as donated for reuse. Other types of activity might involve a village hall organising a community litter pick.

In the case of schools, the HWRC could be used for ad-hoc disposal of a few (similar to a domestic property) items such as electrical equipment, furniture, fluorescent light tube, a laboratory chemical bottle, etc. Most schools have made arrangements for large scale waste disposal events (e.g. I.T. Suite clearance, laboratory refurbishment, end of term clearance, etc) and the HWRCs should not be used for disposing of such volumes of waste produced by schools.

Policy

A permit to use the HWRCs will be issued to eligible organisations/properties including schools, village halls and charities as per the Controlled Waste (England and Wales) Regulations 2012. Other properties listed by the 2012 Regulations (e.g. prisons, palaces, hospitals, etc) will not be permitted free of charge disposal and will be directed to use the Trade Waste Recycling Centres.

An assessment will be required to authenticate that the waste arisings are of a similar nature (e.g. type and quantities) to that produced at domestic properties, and are clearly not arising as a result of commercial activities or fund raising type events.

An assessment for eligibility will be undertaken by Staffordshire County Council Waste Management Services who can be contacted for a Form HWRC-Sch2-C:

Tel: 0300 111 8000

Email: recycling@staffordshire.gov.uk

Address: Waste Management Services
Staffordshire County Council
Wedgwood Building, Block A
Tipping Street
Stafford
ST16 2DH

Version Control:

This policy was last reviewed by Waste Management & Climate Change Services:

31 July 2013.



Appendix 15

Policy 15: Restricted Wastes: Commercial (trade) waste

Overview

The Household Waste Recycling Centre (HWRC) services are provided by Staffordshire County Council on behalf of residents as a method to dispose of their Household Waste.

HWRCs are a facility for householders resident in the area to dispose of Household Waste. If commercial waste enters the site unchecked the problems that can arise include:

- Congestion onsite, which may result in householders not using the site;
- Practicalities of segregating commercial and household waste;
- Additional service vehicles required onsite; and
- Cost of additional disposal.

Alternative Trade Waste Recycling Centres are available at three HWRCs in Staffordshire (Cannock, Leek and Stafford HWRCs).

Policy

In order to control unauthorised commercial waste being deposited at the HWRCs, the following polices are in place in Staffordshire.

Option	Implemented
Disclaimer forms	✓
Height barriers	✓
Weight / volume limits	✓
Site entrance security checks	
- Meet and greet attendants	✓
- CCTV	✓

An explanation of these systems follows:



Disclaimer form: A system of completing a self-declaration note that confirms the resident is aware of limits on that particular waste stream (e.g. industrial waste such as soil and rubble from household DIY/renovation work) and advice on how to get an appropriate alternative skip or bulk bag service.

The form acts to (a) remind/educate the resident on the acceptance policy at the HWRCs, (b) demonstrate the HWRC staff are not allowing illegal trade waste use and (c) retention of details as evidence where residents attempts to bypass rules through continued disposal of restricted materials and/or using other facilities.

The system is thought to be reasonably successful in educating residents on restrictions at the HWRCs given the difficulties/practicalities of conveying this information in service leaflets. However, where the site attendants choose not to enforce the system or are given false details, especially for trade waste abusers, the system is limited in its effectiveness.

Height barriers: A height barrier set at 6ft 6 inches will prevent large vehicles accessing the HWRC facility without first contacting a site attendant to check the waste type is legitimate and lift/open the barrier to allow access.

The system is thought to be reasonably successful in restricting ad-hoc trade waste abusers. However, persistent or serial trade waste abusers will chose to attain the use of a smaller van / pick up truck over time to bypass the control. Relies on site attendant judgement to verify the waste is appropriate.

Weight / volume limits: The following materials are subject to restrictions based on volume as an approximation of weight:

- Asbestos (four bags or equivalent per six months)
- Plasterboard (four bags or equivalent per six months)
- Soil & rubble (1 cubic metre per six months)

The system is thought to be reasonably successful in educating residents on restrictions at the HWRCs given the difficulties/practicalities of conveying this information in service leaflets.

Site entrance security checks: Meet and greet attendants: Many of the HWRCs, particularly at the larger sites and/or during the busiest times, will have a dedicated site attendant to advise residents and deter potential trade waste abusers.

Site entrance security checks: CCTV: Each of the HWRCs have Closed Circuit Television coverage. These facilities are used by police when investigating and prosecuting theft (e.g. car batteries, scrap metal), vandalism (e.g. damage to property such as fences when breaking and entering premises) and arson (e.g. setting fire to textiles containers) both during operational hours and when shut.

CCTV is also used for insurance and accident investigations involving incidents with the public and/or collaborating complaints by the public or site attendants.



Version Control:

This policy was last reviewed by Waste Management & Climate Change Services:

31 July 2013.



Appendix 16

Policy 16: Restricted Wastes: Animal wastes policy

Overview

The Household Waste Recycling Centre (HWRC) services are provided by Staffordshire County Council on behalf of residents as a method to dispose of their Household Waste.

A pet is a household animal kept for companionship and a person's enjoyment, as opposed to wild animals or to livestock, laboratory animals, working animals or sport animals, which are kept for economic or productive reasons.

Domestic pets are readily recognised as cats, dogs, rabbits, rodents and pigeons, etc. However, in very small numbers, animals conventionally kept as livestock such as pigs, horses, sheep, goats, chickens, etc may also be considered as a pet.

Local authorities understand that certain types of wastes from domestic pets can be generated by householders and they therefore need to dispose of waste associated with keeping animals. Many local authorities have limited the quantity that can be accepted at HWRCs in order to ensure associated operational procedures do not pose excessive health and safety risks to site staff.

Policy

Residents are required to present the wastes from their domestic pets in the residual waste containers. Pet bedding or faeces is not suitable for composting with the green garden waste collected at the HWRCs.

Residents will be directed to a receptacle for the relevant types of wastes and if the quantity is over a certain volume, they will be required to complete a 'disclaimer form' to declare that the waste is from their household, has not arisen as a result of a commercial use and to acknowledge that a limit applies to the quantities of waste they are entitled to deposit at the HWRC.



Restricted Waste Type	Quantities Permitted	Frequency
Animal bedding or faeces	2 bags (80 litres x 2) per household	Daily (no disclaimer required)
Animal bedding or faeces	> 2 bags (80 litres x 2) per household	Daily (disclaimer required)
Dead pet #1	-	-

#1 The majority of residents will bury their pets with care at home or arrange for the cremation of their pet through their vet or a private burial or cremation service. The HWRCs in Staffordshire are not suitable for disposing of dead animals. Please contact Waste Management Services at Staffordshire Country Council to discuss disposal options as there are restrictions on how to handle certain types of animals.

Version Control:

This policy was last reviewed by Waste Management & Climate Change Services:

31 July 2013.



For more information please contact:

Waste Management Services
Staffordshire County Council
Wedgwood Building
Block A Tipping Street
Stafford
ST16 2DH

Tel: 0300 111 8000

Email: recycling@staffordshire.gov.uk

If you would like this document in another language or format (e.g. large text), please contact us on 0300 111 8000 or email recycling@staffordshire.gov.uk

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Community Impact Assessment

Mobilisation of Staffordshire's Household Waste Recycling Centres

Tim Cooper

Date Monday, 06 June 2022

➤ Equality Assessment

The Public Sector Equality Duty is part of the Equality Act 2010, and this Duty requires us as a public body to have ‘due regard’ to eliminating discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act. It requires us to advance equality of opportunity and foster good relations between people who share a ‘relevant protected characteristic’ and people who don’t.

In this section you should consider whether your proposal will impact upon any of the following protected characteristics. Your assessment should also consider where different protected characteristics (e.g. age and gender, or gender and ethnicity) could interact with each other, and any impact this may have for potential inequalities. This will help ensure changes/new practices highlight all opportunities to be inclusive by design (i.e., considering benefits and/or risks and any necessary mitigation).

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
Age - older and younger people	Safer Operation	Na	under 16s not allow out of vehicle when on site
Disability - people who are living with different conditions and disabilities, such as: mental illnesses, long term conditions, Autism, and other neurodiverse conditions, learning disabilities, sensory impairment and physical disabilities.	Assistance will be offered to Members of the public.	NA	
Gender reassignment - those people in the process of transitioning from one sex to another	NA		
Marriage & Civil Partnership - people who are married or in a civil partnership should not be treated differently at work	NA		
Pregnancy & Maternity - women who are pregnant or who have recently had a baby, including breast feeding mothers	NA		

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
Race - people defined by their race, colour, and nationality (including citizenship) ethnic or national origins	NA		
Religion or Belief - people with any religious or philosophical belief, including a lack of belief. A belief should affect a person's life choices or the way they live for it to be considered	NA		
Sex - men or women	NA		
Sexual orientation - whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes	NA		

➤ **Workforce Assessment**

Who will be affected – consider the following protected characteristics: age, disability, gender reassignment, marriage & civil partnership, pregnancy & maternity, race, religion or belief, sex and sexual orientation	Benefits	Risks	Mitigations / Recommendations

Key considerations	Benefits	Risks	Mitigations / Recommendations
Accidents and Falls Prevention	Less risk of accidents and falls with these policies on the network.		<p>There will be a site maintenance plan and regime in place.</p> <p>Network will have a health and Safety management system in place</p>

Key consideration	Benefits	Risks	Mitigations / Recommendations
The proposal should offer more opportunity to work and support local charities.	Charities are supported, either through funding support or materials		Public consultation and soft market testing to be carried out in the first year of operation, to determine the best option for reuse material
The future proposal could allow for more volunteering to take place within the network.			

Key consideration	Benefits	Risks	Mitigations / Recommendations
<p>There is a trade waste system on sites that supports SMEs.</p>	<p>This is being review and taken to cabinet in Autumn 2022.</p> <p>The objective of the review is to deliver an efficient cost-effective service.</p>	<p>some SMEs may have to change the way they disposal of waste to ensure that receive the benefit of a cheaper service</p>	<p>Trade waste prices to be reviewed annually.</p> <p>wherever possible businesses carrying out the waste reduction practise will be supported.</p> <p>Any changes to trade waste policy with be communicated to SMEs along with the benefits of the change.</p>

Key considerations	Benefits	Risks	Mitigations / Recommendations
It is reducing the carbon miles in waste transportation and moving waste up the waste hierarchy	Carbon footprint of the network already calculated.		<p>Work already been completed to review the impact of the network on climate change.</p> <p>Environment Impacts and Aspects for all permitted activities are assessed and measure put in place for significant impacts</p>

Key considerations	Benefits	Risks	Mitigations / Recommendations
sites operations can create noise especially to neighbours of the site	Sites with history of noise issues are known to authority	Changes to the network could increase noise at other sites	Noise management plans already in place and will continue to be so where needed under the new solution.
Will offer safe disposal of waste, not collected from kerbside.	Reduced fly tipping.		Mitigation against fly tipping – work with district/boroughs to encourage enforcement/campaigns against fly tipping

Cabinet Meeting on Insert Date

Staffordshire Sustainability Board – Vision and Council Commitments



Cllr Simon Tagg, Cabinet Member for Environment, Infrastructure and Climate Change said,

“Local authorities in Staffordshire are in the singular position of only being responsible for a small proportion of the county’s overall carbon emissions, but clearly able to set the tone and influence others as we move towards a cleaner future.

“The County Council has already begun its journey, reducing its own emissions by a quarter in a single year, and working with Staffordshire’s district and borough authorities allows greater opportunities, scope for collaboration and the ability to deliver on becoming a net zero county.”

Report Summary:

This report provides an update on the successful formation of the Staffordshire Sustainability Board (SSB).

The formation of SSB was one of the actions in the County Council’s approved Climate Change Action Plan 2 (CCAP 2), where the overarching aim of the Board is to facilitate collaborative working to enable successful transition to a Net Zero County, as defined within Staffordshire County Council’s climate emergency declaration.

This SSB was formed by the Staffordshire Leaders Board and is made up of elected members from all of the councils within the geographical area of Staffordshire at County, District and Borough level.

The first meeting of the SSB was in January 2022 and it was agreed that all of the councils should adopt a unified vision and that we should also commit to a fundamental pledge that identifies first, solid steps to set a strong foundation for continued positive climate action.

The SSB requested that all of the member councils would put forward the appended document to their respective Cabinets for approval by June 2022.

Local Members Interest
N/A

Cabinet – Wednesday 15 June 2022

Staffordshire Sustainability Board – Vision and Council Commitments

Recommendation(s) of the Cabinet Member for Environment, Infrastructure and Climate Change

I recommend that Cabinet:

- a. Members to note the formation of the Staffordshire Sustainability Board, which aims to enable successful collaborative working on climate change and sustainability, across Staffordshire.
- b. Members to agree and approve the adoption of the Staffordshire Sustainability Boards – Vision and council commitments

Report of the Director for Economy, Infrastructure and Skills

Reasons for Recommendations:

Background

1. The Council's Climate Change Action Plan 2 (CCAP 2) contains 33 specific actions and was approved by Cabinet in October 2021.
2. One of the key actions under Behaviour Change was the establishment of a countywide Sustainability board, to set the strategic direction in ways of working with our District and Borough council colleagues, with a view to working more collaboratively towards our Net Zero goal and our climate emergency declaration.
3. Although the sum of all the collective Councils' carbon emissions is estimated at less than 2% of the 5.8M tonnes of carbon emitted by Staffordshire every year. There are a number of levers that the Councils have a degree of influence over, to enable change and the reduction of carbon emissions on a County wide basis.
4. The SSB was formed by the Staffordshire Leaders Board and has a membership of elected members from the County, Districts and Boroughs, who have climate change as a responsibility within their portfolios.

5. Supporting this board is a group of senior officers, with representation from all the councils, they meet independently and feed back to their members.
6. With the successful formation of the Sustainability Board in January 2022, a strategic vision and outline of commitments was needed to demonstrate direction and to harmonise individual Council climate change objectives, on the journey towards “Net Zero”.

Vision and council commitments

7. The Vision and council commitments report is attached as Appendix 1.
8. The document sets out the strategic vision that the SSB will adhere to and recognising that this vision may change within the short term, a 12-month review of this vision has been suggested.
9. Within the report the context of the scale of the situation ahead of us is framed and it is highlighted that only a very small percentage of Staffordshire’s overall carbon emissions are attributed to the collective councils.
10. It is recognised that at certain times we may need to invite external specialist knowledge to the board, to facilitate knowledge transfer where we do not have access to a particular resource within our organisations or from representation on the board.
11. The report details 10 council commitments that will form the basis of a strong foundation pledge to the successful formation of the SSB.
12. These commitments will ensure that all of the councils represented on the SSB have common goals, this will facilitate clear and collaborative discussion and actions, working towards our collective Net Zero commitments.

Legal Implications

13. The council has a legal obligation to become Net carbon zero by 2050.

Resource and Value for Money Implications

14. The SSB have agreed that in order to push forward this agenda a dedicated climate change officer should be appointed to assist the SSB

achieve its goals. It has also been agreed that the cost will be shared equally across the nine partners.

15. Budget from SCC will be provided through our climate change budgets with the provision made in the Council's Medium Term Financial Strategy (MTFS).

Climate Change Implications

16. Actions that are a product of discussions from the SSB will have a positive contribution to the reduction of carbon emissions within the County. Not all reductions in carbon emissions will be attributed to the Council's emissions but should be attributed to Staffordshire as a whole, through the levers that the Councils have within their influence.
17. Wherever possible potential carbon emission reductions that may happen as a product of actions from the SSB, will be quantified and reported back to the board as an indication of performance, which may be referred to Overview and Scrutiny Committee for evaluation.

List of Background Documents/Appendices:

Appendix 1 – Staffordshire Sustainability Board – Visions and council commitments.

Contact Details

Assistant Director: Clive Thomson, Assistant Director for Connectivity, and Sustainability

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Staffordshire Sustainability Board

Vision and council commitments 2022-2023

Vision

The Staffordshire Sustainability Board (SSB) is to facilitate the collaborative forum, to work together, as the democratically elected bodies in Staffordshire, to influence change and to encourage organisations and individuals to ensure that Staffordshire is net carbon zero by at least 2050 or before.

The board will also work as a collective to address climate change adaptation measures that are within individual organisations leverage, to influence and facilitate change with adaptation to climatic changes that are already locked in. Sustainability and habitat biodiversity will be reviewed throughout 2022 and shall be considered in a revised vision in January 2023.

Context

The Staffordshire Leaders and Chief Executives Group has committed to work collaboratively to successfully achieve net carbon zero in line with our independent authority's climate change declarations.

It is recognised that the council's collective carbon footprint is less than 2% of Staffordshire's 5.8MtCO₂e annual carbon footprint however it is documented that, collectively, the councils could have an influence on a significant proportion of these emissions. This collaboration is to enable and facilitate change, where possible, throughout the geographic area of Staffordshire as a whole.

Work in the longer term will also bring into the discussion and actions, climate change adaptation and sustainable environment concerns.

Throughout all the activities and discussion that resonate from the SSB, we shall actively engage with external organisations that can bring specialist knowledge, understanding and facilitation to the board.

The SSB will comprise senior members of each authority and supported by a team of advisors drawn from across the authorities.

Council commitments

It is proposed that as an initial commitment, the combined councils will within their own carbon emissions boundary initiate the following but acknowledge that the larger scope of climate change mitigation and adaptation is within the wider community of Staffordshire.

1. Baseline and Reporting – All Councils will prepare and publish an annual baseline analysis of their organisation's carbon footprint. All Councils will assess and publish progress in reducing their carbon footprint in October each year.

2. Carbon Literacy Training & Awareness – All Councillors and Senior Management Teams will undertake carbon literacy training to build corporate awareness of the issue and the Council’s role in securing carbon reduction. All Councils will conduct a community impact assessment for key projects and proposals and include an assessment of Climate Change Implications in all key decision reports.

3. Ambassadors - All Councils will encourage members to act as climate change ambassadors, to encourage reduction in organisational carbon footprints and champion this in their own division/ward areas.

4. Green Travel Planning – All Councils will support and facilitate green travel by members, employees, and their communities through promotion of green travel planning. Policy implementation on green transport and ways of working

5. Communications – All Councils will contribute to a countywide communications group who will plan to deliver and manage a countywide Communications Plan, working together to drive our collective net zero visions forward, throughout the County.

6. Green Energy – All the Councils will commit to procure 100% green energy supplies for their electricity as soon as existing contract commitments allow.

7. Energy Reduction – By January 2023, all Councils will have established plans to reduce energy consumption across their estates.

8. Low carbon fuelled fleet vehicles – Moving towards an aspirational zero emission operational vehicle fleet, the Councils will by 2025, establish a plan to move to low carbon fuels within their internal fleets by 2030.

9. Waste & Recycling – By 2025 there will be a countywide waste strategy that all authorities will adhere to. This strategy will cover all aspects of the countywide waste operation, to reduce residual waste creation, increase recycling rates, promote composting of food waste at home and establish food waste collections throughout the County.

10. Innovation and Technology – Working collaboratively with research institutions, businesses and partners the Councils will encourage both innovation and technology development, that will assist the delivery of our combined net zero visions.



Community Impact Assessment

Staffordshire Sustainability Board – Vision and
council commitments

James Cartwright – Sustainability Manager

Date Monday, 06 June 2022

Section 2: The CIA Template

➤ Equality Assessment

The Public Sector Equality Duty is part of the Equality Act 2010, and this Duty requires us as a public body to have ‘due regard’ to eliminating discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act. It requires us to advance equality of opportunity and foster good relations between people who share a ‘relevant protected characteristic’ and people who do not.

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
Page 248 Age - older and younger people	People of all ages will benefit from the Staffordshire Councils reducing carbon emissions through enhanced quality of life and wellbeing through a cleaner, greener, and more resilient local environment	No specific risks have been identified at this stage	When engaging with communities to encourage the drive forward of the climate change agenda, endeavour to this in an accessible way to residents who are elderly, particularly those who are digitally excluded Mitigation/recommendations will be developed as impacts are identified.
Disability - people who are living with different conditions and disabilities, such as: mental illnesses, long term conditions, Autism, and other neurodiverse conditions, learning disabilities, sensory impairment and physical disabilities.	People of all ages will benefit from the Staffordshire Councils reducing carbon emissions through enhanced quality of life and wellbeing through a cleaner, greener, and more resilient local environment	No specific risks have been identified at this stage	Mitigation/recommendations will be developed as impacts are identified.

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
<p>Gender reassignment - those people in the process of transitioning from one sex to another</p>	<p>People who have undergone gender reassignment or are transitioning will benefit from the Staffordshire Councils reducing carbon emissions through enhanced quality of life and wellbeing through a cleaner, greener, and more resilient local environment</p>	<p>No specific risks have been identified at this stage</p>	<p>Mitigation/recommendations will be developed as impacts are identified.</p>
<p>Marriage & Civil Partnership - people who are married or in a civil partnership should not be treated differently at work</p>	<p>N/A</p>	<p>No specific risks have been identified at this stage</p>	<p>Mitigation/recommendations will be developed as impacts are identified.</p>
<p>Pregnancy & Maternity - women who are pregnant or who have recently had a baby, including breast feeding mothers</p>	<p>Pregnant women will benefit from the Staffordshire Councils reducing carbon emissions through enhanced quality of life and wellbeing through a cleaner, greener, and more resilient local environment</p>	<p>No specific risks have been identified at this stage</p>	<p>Mitigation/recommendations will be developed as impacts are identified.</p>
<p>Race - people defined by their race, colour, and nationality (including citizenship) ethnic or national origins</p>	<p>People of all ethnic ethnicities will benefit from the Staffordshire</p>	<p>No specific risks have been identified at this stage</p>	<p>Mitigation/recommendations will be developed as impacts are identified.</p>

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
	Councils reducing carbon emissions through enhanced quality of life and wellbeing through a cleaner, greener, and more resilient local environment		
<p>Religion or Belief - people with any religious or philosophical belief, including a lack of belief. A belief should affect a person's life choices or the way they live for it to be considered</p>	People of all religions and beliefs will benefit from the Staffordshire Councils reducing carbon emissions through enhanced quality of life and wellbeing through a cleaner, greener, and more resilient local environment	No specific risks have been identified at this stage	Mitigation/recommendations will be developed as impacts are identified.
<p>Sex - men or women</p>	People of all genders will benefit from the Staffordshire Councils reducing carbon emissions through enhanced quality of life and wellbeing through a cleaner, greener, and more resilient local environment	No specific risks have been identified at this stage	Mitigation/recommendations will be developed as impacts are identified.

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
Sexual orientation - whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes	People of all sexual orientations will benefit from the Staffordshire Councils reducing carbon emissions through enhanced quality of life and wellbeing through a cleaner, greener, and more resilient local environment	No specific risks have been identified at this stage	Mitigation/recommendations will be developed as impacts are identified.

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➤ Workforce Assessment

Who will be affected – consider the following protected characteristics: age, disability, gender reassignment, marriage & civil partnership, pregnancy & maternity, race, religion or belief, sex, and sexual orientation	Benefits	Risks	Mitigations / Recommendations
Staff who live and work in Staffordshire	Will benefit from the Staffordshire Councils reducing carbon emissions through	No specific risks to SCC staff	Mitigation/recommendations will be developed as impacts are identified.

Who will be affected – consider the following protected characteristics: age, disability, gender reassignment, marriage & civil partnership, pregnancy & maternity, race, religion or belief, sex, and sexual orientation	Benefits	Risks	Mitigations / Recommendations
	enhanced quality of life and wellbeing through a cleaner, greener, and more resilient local environment		

➤ Health and Care Assessment

Key considerations	Benefits	Risks	Mitigations / Recommendations
Communities and staff	Greener travel plans such as walking and cycling which requires individuals to spend more time outside, is		Communications around the availability of green travel options should be widely promoted

Key considerations	Benefits	Risks	Mitigations / Recommendations
	proven to have positive benefits on mental health and wellbeing		

➤ **Climate Change Assessment**

Key considerations	Benefits	Risks	Mitigations / Recommendations
To reduce carbon and work towards net zero	To help deliver against climate change reduction targets across the County.	If we do not reduce global temperatures attributed to carbon emissions, then the impact on our	Recommendations and mitigations to combat negative impacts will be developed in collaboration with our District and Borough colleagues.

Key considerations	Benefits	Risks	Mitigations / Recommendations
	By reducing our carbon emissions, we will also be contributing to reducing global emissions required to minimise the level of mean global temperature increase	environment and the economy will be severe	

➤ Environment Assessment

Key considerations	Benefits	Risks	Mitigations / Recommendations
Consideration to Landowners, tenants and the rural community	By working together to limit the mean temperature rise attributed to Climate change and carbon	If we do not reduce carbon emissions, then average climate temperatures will rise above recognised	It is recommended that we adopt all measures within the levers that we can effect, to achieve net zero carbon emissions. Working with the wider community is also a priority to

Key considerations	Benefits	Risks	Mitigations / Recommendations
	<p>emissions. It is hoped that the impact of extremes in weather conditions can be kept to a minimum in the rural environment.</p>	<p>maximums, which will result in more extreme weather events, and which may result in a negative impact on the rural environment.</p>	<p>reduce the Counties wider carbon emissions</p>

FORWARD PLAN OF KEY DECISIONS
Period: 20 July 2022 - 16 November 2022

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: 20 July 2022 - 16 November 2022

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

Predicted Date of Decision	Public or Private Decision	Title and Description	Background Documents	Consultation	Contact Officer
July 2022	Public	<p>North Staffordshire Local Air Quality Plan (NSLAQP) (Cabinet Member for Highways and Transport (David Williams))</p> <p>Consideration of the Full Business Case for Phase 2 - A53 bus gate of the North Staffordshire Local Air Quality Plan and associated bid to the Clean Air Fund.</p>		none	<p>Clive Thomson (Tel: 01785 276522)</p> <p>Service Area: Connectivity and Sustainability</p>
July 2022	Public	<p>Treasury Management Outturn 2021/22 (Cabinet Member for Finance and Resources (Ian Parry))</p> <p>Summary of Treasury Activity for 2021/22 in line with statutory requirements and reporting guidelines.</p>		County Treasurer	<p>Rob Salmon (Tel: (01785) 27 6354)</p> <p>Service Area: Finance, Treasury and Pensions</p>

Predicted Date of Decision	Public or Private Decision	Title and Description	Background Documents	Consultation	Contact Officer
July 2022	Public	<p>Approval of Staffordshire County Council's Community Learning Procurement Arrangements 2023 to 2027 (Deputy Leader of the Council and Cabinet Member for Economy and Skills (Philip White))</p> <p>Staffordshire County Council's Community Learning Service receives funding to deliver community learning provision across Staffordshire from the Education & Skills Funding Agency and requests approval to continue to commission community learning programmes to meet the priorities and outcomes of the Community Learning & Commissioning strategy. Also seeking approval of funding allocation and distribution for the first contract year 2023-2024.</p>		n/a	<p>Anthony Baines (Tel: 01785 895984)</p> <p>Service Area: Economy, Infrastructure and Skills</p>
July 2022	Public	<p>Enhanced Delivery Model for Home Care (Cabinet Member for Health and Care (Julia Jessel))</p> <p>To consider a business case for developing an enhanced delivery model for Home Care and exploring potential for the delivery of a range of home based support.</p>		Finance, Legal, HR	<p>Andrew Jepps (Tel: 01785 278557)</p> <p>Service Area: Care Commissioning</p>
July 2022	Public	<p>Integrated Performance Report - Quarter 1, 2022/23 (Cabinet Member for Finance and Resources</p>		n/a	<p>Kerry Dove (Tel: 07855 679112)</p>

Predicted Date of Decision	Public or Private Decision	Title and Description	Background Documents	Consultation	Contact Officer
		<p>(Ian Parry), 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>			<p>Service Area: Corporate Services</p>
July 2022	Private	<p>Highways Future Delivery Model (Cabinet Member for Highways and Transport (David Williams))</p> <p>Recommendation on the future delivery model options for Staffordshire Highways from October 2024.</p>		To be confirmed	<p>James Bailey (Tel: 01785 27 6591)</p> <p>Service Area: Highways and the Built County</p>
September 2022	Public	<p>Start-up and Step-up Support Delivery Plan (Deputy Leader of the Council and Cabinet Member for Economy and Skills (Philip White))</p> <p>As we recover from the effects of the pandemic, our main priority is to enable the Staffordshire economy to recover and grow by supporting the creation of new businesses and the growth of existing businesses to facilitate employment into quality jobs. The County Council's Economic Strategy sets out our ambitions and priorities for the years ahead. The five strategic priorities of this and therefore the objectives and direction of the County</p>		None	<p>Anthony Hodge (Tel: 01785 277204)</p> <p>Service Area: EI&S</p>

Predicted Date of Decision	Public or Private Decision	Title and Description	Background Documents	Consultation	Contact Officer
		<p>Council over the next eight years have been established. These are: 1. Work with our partners to regenerate our town centres. 2. Support people to start and grow their business. 3. Develop those investment-ready projects that will be vital to the future of the county. 4. Enable people to benefit from better paid, local jobs. 5. Develop our A50 / A500 and A38 strategic corridors to enable businesses in Staffordshire to innovate and grow, as part of the wider West Midlands Region. The Start-up and Step-up Support Delivery Plan will focus on priority two; Supporting people to start and grow their business, but will consider how this can feed into all strategic priorities. The County Council has acknowledged the significance of start-up businesses, by supporting the establishment of new businesses and enabling them to thrive. Going forward, SCC needs to ensure that any investment made is achieving the maximum possible benefits in achieving the delivery of the Economic Strategy. The delivery plan will be summarised around the following key principles: 1. Delivery of the Economic Strategy's vision, aims and priorities 2. Alignment to one or more of the strategic priorities</p>			

Predicted Date of Decision	Public or Private Decision	Title and Description	Background Documents	Consultation	Contact Officer
		3. Outputs 4. Deliverability 5. Funding (including our own investment and the amount of leverage) 6. Risk Achieving our vision and ambitions for the Staffordshire economy will require the delivery of appropriate projects and programmes, set out within existing and future supporting delivery plans. Many of these projects and programmes will require us to continue strong joint working with local stakeholders, an approach that has proven hugely successful in recent years.			
September 2022	Public	Families Health & Wellbeing (0-19) Service - from April 2024 (Cabinet Member for Children and Young People (Mark Sutton)) Options and recommendations for Cabinet regarding the Families Health		None at this stage.	Natasha Moody (Tel: 07976191079) Service Area: Children's Wellbeing & Partnership Team
September 2022	Private	Family Hub Model (Cabinet Member for Children and Young People (Mark Sutton)) To scrutinise and review the proposed Family Hub model and offer constructive feedback on the proposed model.		N/A	Natasha Moody (Tel: 07976191079) Service Area: Wellbeing and Partnerships

Predicted Date of Decision	Public or Private Decision	Title and Description	Background Documents	Consultation	Contact Officer
September 2022	Public	<p>Section 75 Agreement for Adult Social Care Assessment and Case Management and Occupational Therapy in Staffordshire (Cabinet Member for Health and Care (Julia Jessel))</p> <p>Review of Section 75 Agreement for Adult Social Care Assessment and Case Management and Occupational Therapy in Staffordshire.</p>		Legal, Finance, Director of Health	Jo Cowcher (Tel: 07772 011078) Service Area: Adult Social Care
September 2022	Public	<p>Adult Social Care Reform Implementation (Cabinet Member for Health and Care (Julia Jessel))</p> <p>Update on the implementation of Adult Social Care Reform</p>		To be confirmed, but will include Finance, Legal, Communications, HR	Jo Cowcher (Tel: 07772 011078) Service Area: Health & Care
October 2022	Public	<p>Integrated Performance Report - Quarter 2, 2022/23 (Cabinet Member for Finance and Resources (Ian Parry), 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	Kerry Dove (Tel: 07855 679112) Service Area: Corporate Services

Not for publication by virtue of paragraph(s) 3
of Part 1 of Schedule 12A
of the Local Government Act 1972

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