

## **Corporate Overview and Scrutiny Committee**

Tuesday 25 October 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  
Deputy Chief Executive and Director for Corporate Services  
17 October 2022

---

### **Agenda**

1. **Apologies**
2. **Declarations of Interest**
3. **Minutes of the meeting held on 13 September 2022** (Pages 1 - 6)
4. **Complaints Annual Report – Corporate Services** (Pages 7 - 28)
5. **Integrated Performance Report – Quarter 2, 2022/23** (Pages 29 - 84)  
Report of Leader of the Council and the Cabinet Member for Finance and Resources
6. **Entrust - Review of changes** (Pages 85 - 98)  
Report of the Cabinet Member for Commercial Matters
7. **Climate Change Annual Report and Draft Action Plan** (Pages 99 - 140)  
Report of the Cabinet Member for Environment, Infrastructure and Climate Change
8. **Climate Change Working Group Update Report** (Pages 141 - 146)  
Report of the Climate Change Working Group Chair

## 9. **Work Programme**

(Pages 147 - 156)

## 10. **Exclusion of the Public**

The Chairman to move:-

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

---

### **PART TWO**

(All reports in this section are exempt)

#### **Membership**

Charlotte Atkins	Kath Perry, MBE
Tina Clements	Jeremy Pert
Mike Davies	Bernard Peters
John Francis	Bob Spencer
Colin Greatorex (Chair)	Samantha Thompson (Vice-Chair (Overview))
Gill Heath (Vice-Chair (Scrutiny))	Mike Worthington
Jeremy Oates	

### **Notes for Members of the Press and Public**

#### **Filming of Meetings**

Staffordshire County Council is defined as a Data Controller under the Data Protection Act 2018. The County Council has agreed that Public meetings should be the subject of live web transmission 'webcasting'. Fixed cameras are located within meeting room for this purpose.

The webcast will be live on the County Council's website and recorded for subsequent play-back for 12 months. The recording will also be uploaded to YouTube. By entering the meeting room and using the seats around the meeting tables you are deemed to be consenting to being filmed and to the possible use of those images and sound recordings for the purpose of webcasting.

If you have privacy concerns about the webcast or do not wish to have your image captured then please contact the Member and Democratic Services officer named at the top right of the agenda.

## **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 Corporate Overview and Scrutiny Committee Meeting held on  
13 September 2022**

Present: Colin Greatorex (Chair)

**Attendance**

Charlotte Atkins	Bernard Peters
Tina Clements	Bob Spencer
Gill Heath (Vice-Chair (Scrutiny))	Samantha Thompson (Vice-Chair (Overview))
Kath Perry, MBE	Mike Worthington
Jeremy Pert	

**Also in attendance:** Councillor Alan White

**Officers:** Kate Loader, Kerry Dove, Chris Ebberley, Katie Marshall and Deb Breedon. Mike Davies, John Francis and Jeremy Oates

**Apologies:** Mike Davies, John Francis and Jeremy Oates

**PART ONE**

**27. Declarations of Interest**

There were no declarations of interest on this occasion.

**28. Minutes of the meeting held on 2 August 2022**

**Resolved:** – That the minutes of the meeting held on 2 August 2022 be confirmed as a correct record and signed by the Chairman.

**29. Governance of outside bodies/partnerships review – update**

The County Solicitor introduced the report and explained that BDO (an international network of public accounting, tax consulting and business advisory firms) had published a report 'Governance and Control Areas for Consideration when Establishing Local Authority Companies'. The report had been considered by the members of the Councils Corporate Governance Working Group (CGWG), who had made a number of recommendations (listed in the report) one of which was that there was a need for a separate discussion to be held "on the remit for research into SCC current position/knowledge". This Committee had been asked for their views and input into the remit of the piece of work.

Further to the information in the report, the following was provided as an update:

- A trainee Solicitor had been appointed to undertake the work associated with listing and reviewing the LATCOs currently associated with Staffordshire County Council (SCC).
- Audit processes would be followed as a template for the reviews.
- Outside Bodies would be reviewed by Member and Democratic Services.
- The processes followed when setting up a company would be reviewed to ensure future assurance and control.

The Committee agreed that it was a sensible approach to start the review with Local Authority Trading Companies (LATCOs) which were the main area of concern referenced in the BDO report. However, it was felt that the activity of all outside bodies needed to be reviewed to ensure appropriate governance arrangements existed and the partnerships were a worthwhile and productive use of resources.

It was acknowledged that there was a need for robust processes when entering into LATCOS and the need for a centralised register.

Members requested that the next report (proposed for December 2022) should contain a complete list of all LATCOs and contain information on the body/partnership purpose; any proposed partnership end dates; the frequency of meetings and the benefits they add to the Council.

The Committee also requested a current list of all outside bodies which the Council appoints to along with the same information as requested for the LATCOs. It was appreciated that the number and type of partnerships entered into by the Council would change over time dependant of need and circumstance.

**Resolved:** That the report be noted, and a further report be added to the work programme for December 2022.

### **30. Boundary Commission Review – update**

The Leader introduced the report, and the Assistant Director of Strategy and Transformation provided a brief presentation covering the following areas:

- The stages of the review.
- Background to the review and timescales.
- How the submission had been compiled
- Electorate forecasts
- The draft submission - 62 members and a single member ward review.
- Alternatives considered

- The next steps which included a report to Cabinet on 21 September and Council on 13 October prior to submission to the Boundary Commission by the 11 November 2022.
- Brief summary of stage 2 which would commence early 2023.

Members were informed that all the evidence supported the retention of 62 members and it was proposed that this would be the basis of the Council Size Submission Document. There would also be a request for 'single member' wards as part of the Submission. The Committee was reminded that there were no guarantee that single member divisions would be achievable and this had been requested as part of the last review in 2010, however two double divisions remained.

Stage two of the project would commence with the Boundary Commission publishing their 'in-principle' view on the Councillor numbers, by 10<sup>th</sup> January 2023.

During the discussion, members asked questions and were provided with the following information:

- All District and Borough Councils had now submitted all of the information requested and require to support the Councils proposals.
- Briefing meetings would be offered to Parish and Town Councils, stakeholders and interested community groups in January 2023. This would include all County Council political groups and independent members.
- Some District/Borough Councils were currently conducting their own boundary reviews and it was felt that this may affect the boundaries for County members. The latest agreed boundaries, and most up to date information would be used.
- The Commissions 'in principle' decision would be received in January 2023. This would be flexible and should information change the Commission would be able to change any decision before the end of the process. There would normally be a + or - 10% on electorate figures.
- The Boundary Commission preferred coterminous boundaries but there wasn't always a perfect match and flexibility was important. An example was give of the Keele Division where the number of students registering to vote from the University changed each year dependant on events such as the pandemic or a general election.

The Committee:

- Agreed with the proposal to retain the current council size of 62 Elected Members and to the proposal to request a single member per division review.

- Felt that the Scrutiny work programmes demonstrated the work load undertaken by members and supported the number of Councillors staying the same.
- Felt that the Health Scrutiny function, which was a statutory requirement, needed to be added to the list of statutory responsibilities.
- Wished to see coterminous boundaries wherever possible but acknowledged that this was not always possible, particularly when District/Borough Councils were reviewing their boundaries at the same time.

**Resolved:**

- a) That the progress on the County's Electoral Review be noted.
- b) That the comments and suggestions from the Committee as listed above be referred to Cabinet for consideration.

**31. Overview and Scrutiny Work Programmes - 2022-23 Update**

The Chairman introduced the report and reminded the Committee that as part of its role as overarching overview and scrutiny (O&S) committee, they had responsibility for developing and agreeing the combined work programme for the Council's overview and scrutiny function.

One area of possible duplication in the work programmes was that of '**Air Quality**' and the potential for it to be covered by both Prosperous and Health O&S Committees. It was felt that it was more appropriate for Prosperous Overview and Scrutiny Committee to take the lead on air quality and that they could invite Health O&S members to attend. It was suggested that Districts and Borough Councils could be invited to contribute to any evidence gathering session.

**Highways transformation programme** was also an area of duplication with both Corporate and Prosperous O&S Committees. It was agreed that the Contract side of the transformation should be considered by Corporate and the Monitoring of performance would remain with Prosperous O&S Committee.

**Resolved:**

- a) Prosperous Overview and Scrutiny Committee take the lead on air quality and invite Health O&S members to attend.
- b) Highways transformation programme - the Contract side of the transformation should be considered by Corporate O&S and the Monitoring of performance would remain with Prosperous O&S Committee.

**32. Work Programme**

Members were reminded that the informal workshop to consider Data Sharing had moved from the 1th September to 5<sup>th</sup> October 2022.

**Resolved:** That the Work Programme for 2022/23 be noted.

**Chairman**



## **Corporate Overview and Scrutiny Committee - Tuesday 25 October 2022**

### **Complaints Annual Report – Corporate Services**

#### **Recommendation**

I recommend that the Committee:

- a. consider the Corporate Annual Report of the Customer Feedback and Complaints Service of 2021/22, taking the opportunity for any comments on the content of the report.

#### **Summary**

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

The appended report provides information about Corporate complaints activity during the twelve months between April 2021 and March 2022 in relation to Corporate services.

The Annual Report – Customer Feedback and Complaints Service 2021-2022 Corporate Services is being submitted for scrutiny and endorsement.

The Committee are asked to consider the Corporate Complaints Annual Report of 2021/22 taking the opportunity for any comments on the content of the report.

#### **Report**

##### **Background**

1. The report contains information about the nature of complaints received together with responses provided and their handling by the Council.
2. It is important that the Local Authority uses the evidence available from Complaints and Representations to inform service improvements. The report provides information about how complaint investigations are used to identify specific themes, where service improvement can then be addressed and highlights where the County Council is providing quality services to customers which may be identified from compliments received. This is in line with the Strategic Plan, to use Customer Insight to develop high quality services which meet customer needs.

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

Customer Feedback and Complaints Service, Corporate Services Annual Report 2021-22.

### **Contact Details**

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

**Report Author:** Kate Bullivant  
**Job Title:** Customer Feedback and Complaints Manager  
**Telephone No.:** 01785 277407.  
**E-Mail Address:** [kate.bullivant@staffordshire.gov.uk](mailto:kate.bullivant@staffordshire.gov.uk)

# Corporate Complaints Procedure

Annual Report 2021-2022



## Contents

Purpose of the Report	3
What is the Corporate Complaints Procedure?	3
What is a Complaint?	3
Corporate Complaints Procedure - Flow chart	4
The Role of the Complaints Team	5
Key Themes	6
Overview	7
Economy, Infrastructure & Skills	8
Corporate Services	9
Families & Communities	10
Overview of Stage 1 Complaints	11
Overview of Stage 2 Reviews	12
Local Government and Social Care Ombudsman	13
Learning from Complaints	17
Other Types of Contact	17
Concluding Comments	18
Complaints Team Priorities - Corporate Complaints	19

## **Purpose of the Report**

This report provides information on complaints and feedback received by Staffordshire County Council for the period April 2021 to March 2022 that have specifically been dealt with under the Council's Corporate Complaints Procedure under Stage 1, Stage 2 Review and complaints that have been investigated by the Local Government and Social Care Ombudsman. Complaints regarding adult's social care and children's social care are not considered within this report and are managed by two different statutory processes and are subject to separate scrutiny.

## **What is the Corporate Complaints Procedure?**

The aim of the Corporate Complaints Procedure is to make sure that:

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

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

---

*Complaint systems are not mechanisms for apportioning blame but an important part of a council's learning and development. Complaints can be a rich source of information and learning about how a council's performance is perceived and how it can be improved. What we recommend is a clear, accessible and flexible process that forms part of service provision and does not overwhelm individuals, departments or other council processes. The purpose of a complaints system is to put right what has gone wrong and learn from it.'*

---

## **What is a Complaint?**

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

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

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

## The Corporate Complaints Procedure

**Complaint/feedback received by the Council**

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

**Refer to Report It**

Customer notified by Highways Feedback Officer

**Enquiry/ Comment**

Passed to service to provide response

**Informal Resolution**

Initiate CCP and passed to service to respond

**Formal Complaint**

Escalate straight to CCP formal investigation

Complaints Team allocates to appropriate service who investigate concerns and provide a response directly back to the customer. Timescale - 10 working days  
Customer is advised that they may request further consideration complaint is not resolved informally

**Stage 1 Investigation**  
Scope of investigation identified by the Complaints Team.  
Confirmation of formal complaint investigation sent to customer.  
Investigation allocated to manager of the service for investigation process to commence.

Timescale - 20 working days  
Customer provided with written response and is advised that they may request a Stage 2 Review in line with guidelines set out in CCP

Request for formal investigation submitted. Assessed by Complaints Team

**Stage 2 Review Request**

**Accepted - Stage 1 investigation and response reviewed by Senior Manager**

Timescale 25 working days

Final response from the Council - complainant signposted to the Local Government & Social Care Ombudsman

**Refused - No further consideration of complaint by the Council. Complainant signposted to Local Government & Social Care Ombudsman**

## The Role of the Complaints Team

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

As part of the screening process, the Complaints Team will define the issues that require investigation from the information submitted by the complainant. This assists the process by:

- Identifying the key issues that require investigation
- Ensuring that each complaint is considered separately and provides the complainant with a clear decision as to whether their complaint has been upheld or not
- Captures themes and trends for reporting purposes

It is important that a complaint is dealt with via the correct process from the beginning to avoid any potential future maladministration. Issues that are not eligible for handling under the formal complaint's procedures will be directed as appropriate.

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

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

### *Collation of Data*

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

## Key Trends



**Reduction in:**

**Stage 1 Complaints - down by 43%  
in comparison to 2020-21**



**Increase in**

**Stage 2 Review requests by 45%  
LGSCO Contacts by 25%**



**Increase in issues dealt with  
outside the Corporate Complaints  
Procedure**



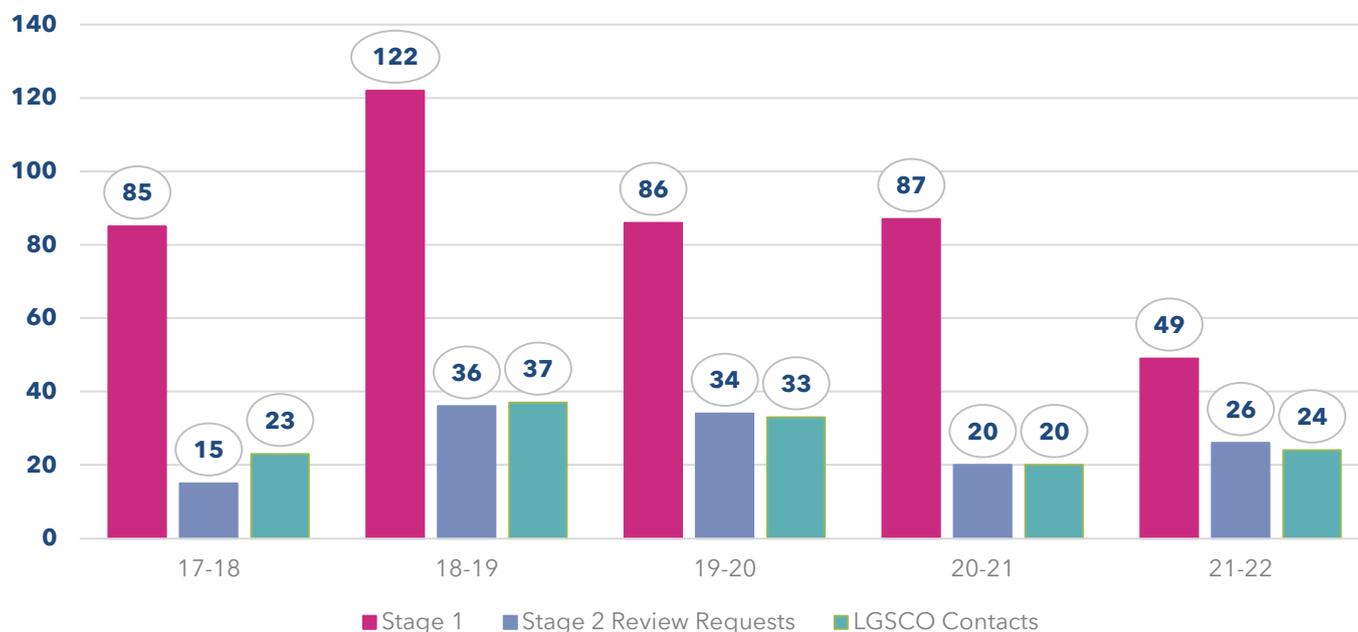
**Ombudsman Performance**

**Increase in enquiries leading to  
investigations**

**Findings of maladministration and  
injustice**

## Overview of Complaint Volumes

The following chart provides information on the number of Stage 1, Stage 2 Review requests and Local Government and Social Care Ombudsman's contacts during 2021-22 in comparison with previous reporting years.



2021-2022	Stage 1	Stage 2 Review Requests	LGSCO Contacts
<b>Economy, Infrastructure &amp; Skills</b>	40	23 Stage 2 Review - 22 Stage 2 Refusal - 1	17 Enquiry - 4 Investigation - 6 Not Investigating - 7
<b>Families &amp; Communities</b>	3	4 Stage 2 Review - 3 Stage 2 Refusal - 1	2 Investigation - 2
<b>Corporate Operations</b>	6	2 Stage 2 Review - 2	5 Enquiry - 3 Investigation - 2
<b>Total</b>	<b>49</b>	<b>29</b>	<b>24</b>

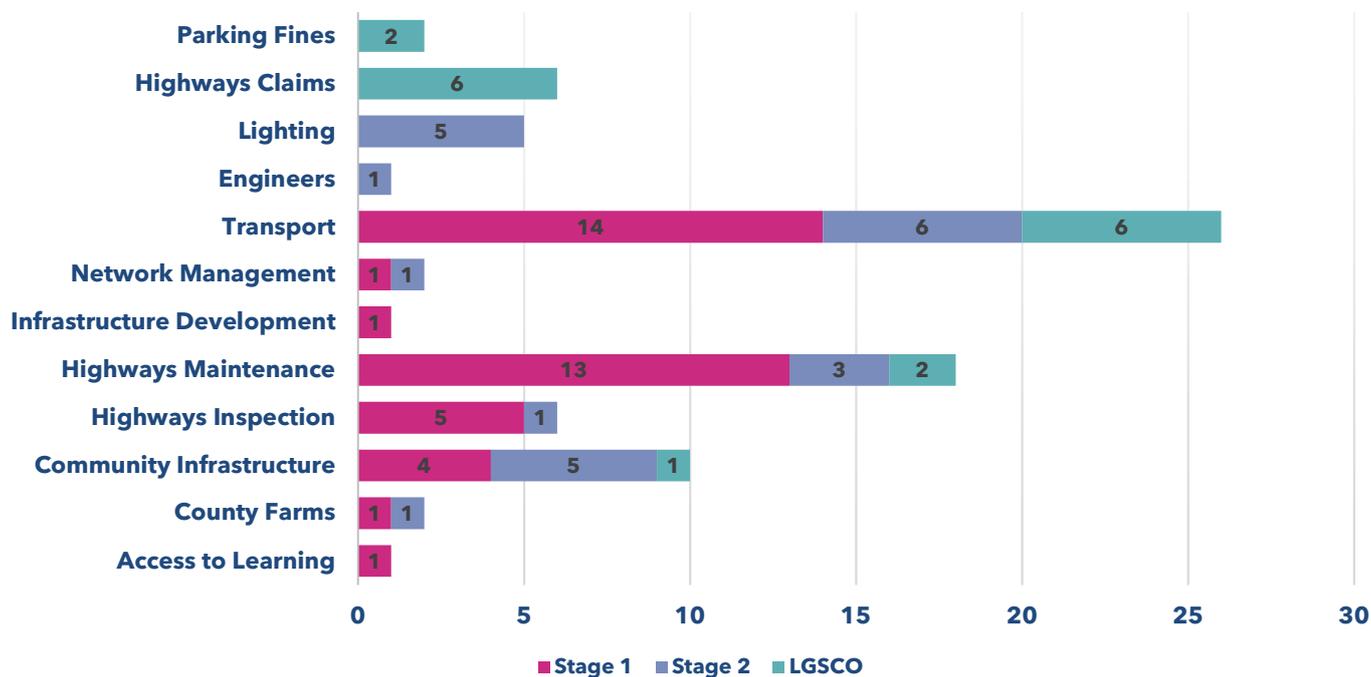
**STAGE 1 INVESTIGATIONS** - DECREASE BY 43%

**STAGE 2 REVIEW REQUESTS** - INCREASE BY 45%

**LGSCO CONTACTS** - INCREASE 25%

## Economy, Infrastructure & Skills

### Number of complaints by Team



### Investigation Outcomes:

	Stage 1	Stage 2	LGSCO
<b>Upheld</b>	9	3	6
<b>Part Upheld</b>	13	4	-
<b>Not Upheld</b>	16	12	-
<b>Other</b>	2	3	-
<b>Not Investigating</b>	-	-	11

### Timescales:

	Stage 1	Stage 2
<b>Within Timescale</b>	26	16
<b>Over Timescale</b>	12	3
<b>Response not Issued</b>	2	3

### Stage 2 Reviews:

24 Stage 2 Review Requests Received  
 1 Stage 2 Review Request Refused  
 23 Stage 2 Reviews carried out

### LGSCO Contacts:

<b>Highways &amp; the Built County</b>	11 contacts <i>Enquiry - 4</i> <i>Not Investigating - 7</i>
<b>Transport &amp; the Connected County</b>	6 contacts <i>Investigation - 6</i>

### Reason for Complaint (at Stage 1)



## Corporate Services

### Number of Complaints by Team



### Investigation Outcomes:

	Stage 1	Stage 2
<b>Upheld</b>	6	1
<b>Part Upheld</b>	-	-
<b>Not Upheld</b>	-	1

### Timescales:

	Stage 1	Stage 2
<b>Within Timescale</b>	6	1
<b>Over Timescale</b>	-	1

### Stage 2 Reviews:

2 Stage 2 Review Requests Received  
None Refused  
2 Stage 2 Reviews Carried Out

### LGSCO Contacts:

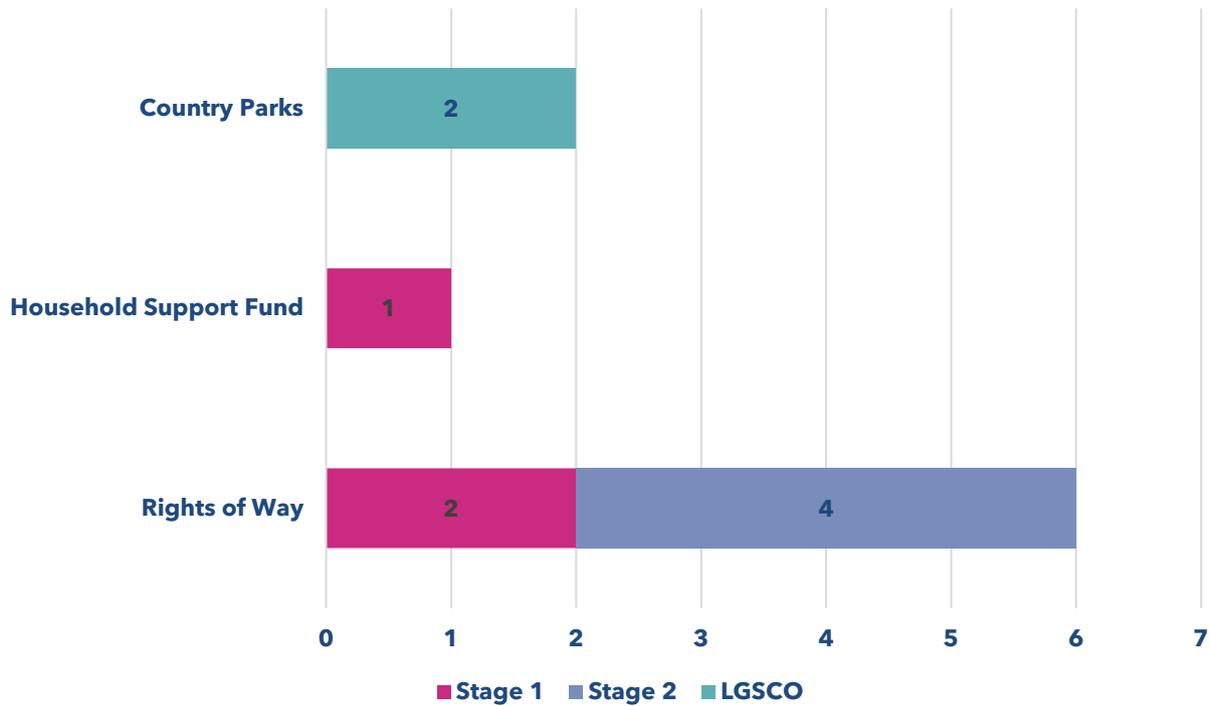
<b>Member &amp; Democratic Services</b>	2 <i>Closed After Initial Enquiries - 2</i>
<b>Registration Services</b>	1 <i>Not Investigating - 1</i>
<b>Legal Services</b>	2 <i>Investigation - 2</i>

### Reason for Complaint (at Stage 1)



## Children and Families

### Number of Complaints by Team



\*\* x4 Stage 2 Reviews relate to Stage 1 complaints that were investigated in the previous reporting year)

### Investigation Outcomes:

	Stage 1	Stage 2
<b>Upheld</b>		
<b>Part Upheld</b>		1
<b>Not Upheld</b>	3	2

### Timescales:

	Stage 1	Stage 2
<b>Within Timescale</b>	2	2
<b>Over Timescale</b>		1

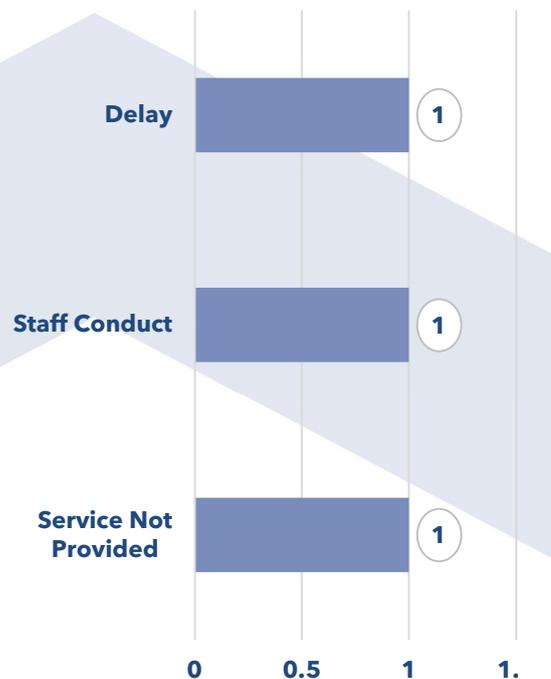
### Stage 2 Reviews:

4 Stage 2 Review Requests Received  
1 Stage 2 Review Request Refused  
3 Stage 2 Reviews Carried Out

### LGSCO Contacts:

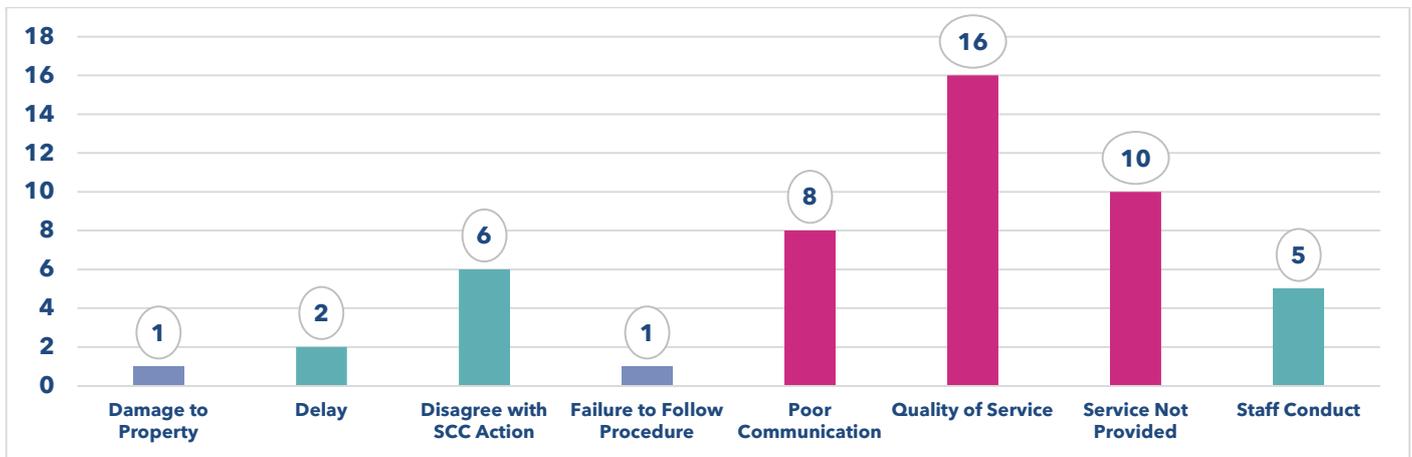
<b>Country Parks</b>	2 Investigations - 2
----------------------	-------------------------

### Reason for Complaint (at Stage 1)



## Overview of Stage 1 Complaints

Below illustrates the nature of complaint received under Stage 1 of the Corporate Complaints Procedure.



**69%** of complaints were about service-related issues, with the **quality of service** being the most popular reason for a complaint. Examples include:



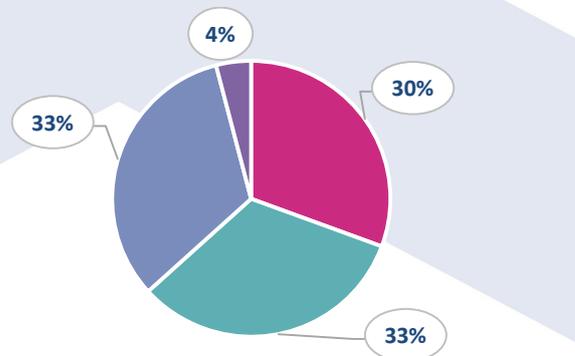
- Delay in complaint submitted via Report It being passed to the Complaints Team
- Death certificates posted to next of kin did not have enough postage paid causing delay in being received by the next of kin
- Incorrect notice taken in respect of wedding
- Management of school transport for child with SEND
- Handling of section agreements and network applications for local development

### Performance:

- Improvement in percentage of Upheld (30%) complaints in comparison with 2020-21 (19%)
- Overall reduction in the number of complaints processed under Stage 1 of the Corporate Complaints Procedure during 2021-22 (49) in comparison with 2020-21 (87)



Services achieved 69% compliance rate in respect of the Council's corporate timescales for responding to Stage 1 complaints. This is a decrease in comparison to 2020-21 which was 87%



■ Upheld ■ Partially Upheld ■ Not Upheld ■ Not Known

With pride. With purpose. With you.

## Overview of Stage 2 Reviews

2021-22 saw a total of 29 Stage 2 Review requests submitted to the Customer Feedback and Complaints Team. Of these, 27 Stage 2 Reviews took place, and two requests were refused.

The chart below provides information on previous reporting period Stage 2 Review request data and outcomes:

	2017-18	2018-19	2019-20	2020-21	2021-22
<b>Number of Stage 2 Review Requests Received</b>	<b>15</b>	<b>36</b>	<b>34</b>	<b>20</b>	<b>29</b>
Request for Stage 2 Review Granted	87%	78%	79% (27)	90% (18)	<b>(93%) 27</b>
Request for Stage 2 Review Refused	13%	22%	21% (7)	10% (2)	<b>(7%) 2</b>
Stage 2 Review - Upheld	0%	7%	11% (3)	5.5% (1)	<b>(14%) 4</b>
Stage 2 Review - Partially Upheld	9%	32%	19% (5)	17% (3)	<b>(21%) 6</b>
Stage 2 Review - Not Upheld	91%	57%	56% (15)	72% (13)	<b>(48%) 14</b>

Service	Nature of Complaint	Outcome
<b>Business &amp; the Enterprise County (1)</b>	Changes to land which have resulted in flooding of property	Not Upheld
<b>Registration Services (1)</b>	Conduct of employee	Upheld
<b>Highways Community Infrastructure (5)</b>	Handling of Disability Parking Bay application	Not Upheld
	Issues regarding access to property caused by tree	Not Upheld
	Lack of action to remedy flooding issues caused by drain outside property	Not Upheld
	Drainage issues causing flooding to property	Partially Upheld
	Failure to respond to reports about bollards blocking the road	Not Upheld
<b>Highways - Engineers (1)</b>	Consultation process in respect of traffic calming measures	Upheld
<b>Highways Inspection (1)</b>	Letter received from Council regarding hedge	Not Upheld
<b>Highways Maintenance (3)</b>	Rights of access to the highway	Upheld
	Blocked drains	Partially Upheld
	Repairs carried out on footpath	Stage 2 Review Refused
<b>Lighting (5)</b>	Impact of new lighting on property	Not Upheld
	Impact of new lighting on property	Not Upheld
	Impact of new lighting on property	Not Upheld
	Impact of new lighting on property	Not Upheld
	Impact of new lighting on property	Not Upheld
<b>Network Management (1)</b>	Dropped Kerb application	Partially Upheld
<b>Legal Services</b>	Delay in handling of Definitive Map Modification application	Not Upheld
<b>Country Parks (4)</b>	Lack of action to address flooding to properties caused by water from Council land	Partially Upheld
	Lack of action to address flooding to properties caused by water from Council land	Partially Upheld
	Lack of action to address flooding to properties caused by water from Council land	Not Upheld
	Lack of action to address flooding to properties caused by water from Council land	Stage 2 Review Refused
<b>Connectivity (Transport) (6)</b>	Removal of Temporary Vacant Seat Scheme	Not Upheld
	Removal of Temporary Vacant Seat Scheme	Not Upheld
	Removal of Temporary Vacant Seat Scheme	Not Upheld
	Management of SEND transport	Partially Upheld
	Management of SEND transport	No response issued
	Management of SEND transport	No response issued



There has been an increase in the number of Stage 2 Review requests received during 2020-21 of 62% in comparison with the previous reporting year.



Out of the 29 Stage 2 Review requests received, two were refused further escalation. This was because insufficient reason was provided to warrant further investigation of the issues raised.



42% of Stage 2 Reviews concurred with the findings of the Stage 1 complaint and remained Not Upheld. Four Stage 2 Review's resulted in a finding of Upheld

## Local Government and Social Care Ombudsman

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

The main statutory functions for the Ombudsman are:

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

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

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

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

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

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

A total of 24 contacts from the Ombudsman were received during 2021-22. Further details about these can be found in the table below.

<b>Out of Jurisdiction</b>		
<b>Highways Maintenance</b>	Failure to properly maintain the highway/personal injury claim	Complainant advised to service notice on the Council and take the matter to court
<b>Highways Maintenance</b>	Failure to unblock drains which had resulted in home being flooded	Complainant advised to service notice on the Council and take the matter to court
<b>Risk &amp; Insurance</b>	Handling of and subsequent refusal of claim	Complainant should seek remedy via the court process for losses
<b>Parking Services</b>	Council's decision not to pay costs following Traffic Penalty Tribunal	The Tribunal considered costs and therefore the LGSCO cannot investigate this
<b>Highways Claims</b>	Vehicle damage and refusal of claim	Complainant should seek remedy via the court process for losses
<b>Highways Claims</b>	Vehicle damage and refusal of claim	Complainant should seek remedy via the court process for losses
<b>Highways Claims</b>	Vehicle damage and refusal of claim	Complainant should seek remedy via the court process for losses
<b>Highways Claims</b>	Vehicle damage and refusal of claim	Complainant should seek remedy via the court process for losses
<b>Environmental Services</b>	That the Council's negligence has caused flooding and damage to garden from a reservoir it owns	Complainant should seek remedy via the court process for losses

<b>Not Investigating</b>		
<b>County Farms</b>	Handling of uncut hedge on land belonging to the Council but maintained by farming tenant	No evidence of fault by the Council or significant personal injustice caused to the complainant to warrant an investigation
<b>Registrars Service</b>	That the registrar refused to conduct the wedding ceremony	Council has already provided a suitable remedy

<b>Closed After Initial Enquiries</b>		
<b>Member and Democratic Services</b>	County councillor not agreeing to hold an online meeting	Affect on complainant is not personal or significant enough on the complainant to warrant an investigation
<b>Member and Democratic Services</b>	County councillor not responding to correspondence	Complainant did not suffer any significant injustice and does not warrant an investigation

<b>Investigation</b>		
<b>Legal Services</b>	Failure to determine map modification applications regarding public rights of way	<b>Finding</b> - Council failed to determine applications as directed by Secretary of State however LGSCO cannot provide the outcome requested by the complainant to address the backlog. Complainant has not suffered a personal and significant injustice <b>Upheld - Maladministration, no injustice</b>
<b>Environmental Services</b>	Failure to respond to correspondence and complaints about flooding to property owned by the complainant	Finding - Fault by the Council for not keeping complainant up to date <b>Recommendations</b> - Apologise to complainant and provide an update every three months about works <b>Upheld - Maladministration, injustice</b>
<b>Transport</b>	Suspension of temporary vacant seat scheme and failure to deal with transport application	<b>Finding</b> - Fault by the Council in handling transport application, suspension of TVSS investigation discontinued due to change in circumstances <b>Recommendations</b> - Payment of £500 <b>Upheld - Maladministration, injustice</b>

Transport	Suspension of temporary vacant seat scheme and failure to deal with transport application	<b>Finding</b> – No fault with TVSS suspension, fault regarding way in which complainants request for post 16 transport was considered <b>Recommendations</b> – Apology, consider request for transport assistance, review post-16 transport policy <b>Upheld – No maladministration, injustice</b>
Transport	Suspension of temporary vacant seat scheme and failure to deal with transport application	<b>Finding</b> – No fault with TVSS suspension, fault regarding way in which complainants request for post 16 transport was considered <b>Recommendations – Apology, consider request for transport assistance, review post-16 transport policy</b> <b>Upheld – No maladministration, injustice</b>
Transport	Suspension of temporary vacant seat scheme and failure to deal with transport application	<b>Finding</b> – No fault with TVSS suspension, fault regarding way in which complainants request for post 16 transport was considered <b>Recommendations – Apology, consider request for transport assistance, review post-16 transport policy</b> <b>Upheld – No maladministration, injustice</b>
Transport	Suspension of temporary vacant seat scheme and failure to deal with transport application	<b>Finding</b> – No fault with TVSS suspension, fault regarding way in which complainants request for post 16 transport was considered <b>Recommendations – Apology, consider request for transport assistance, review post-16 transport policy</b> <b>Upheld – No maladministration, injustice</b>
Legal Services	Failure to determine a definitive map modification application affecting complainants land which is affecting client’s ability to sell their property	Investigation ongoing at time of report

<b>Out of Jurisdiction</b>	<b>9</b>
<b>Not Investigating</b>	<b>2</b>
<b>Closed After Initial Enquiries</b>	<b>2</b>
<b>Investigation</b>	<b>8</b>
<b>Premature Complaints (Referred back to the Council)</b>	<b>3</b>



There has been a **25%** increase of in respect of contacts received from the Ombudsman during 2020-21



A payment of £500 has been made for time and trouble



The number of investigations has increased from two in 2020-21 to eight in 2021-22

The Local Government and Social Care Ombudsman issue an Annual Review Letter each year. The Annual Review for Staffordshire County Council 2021-22 together with useful data in respect of Ombudsman Decision can be found at the following link

[Staffordshire County Council - Local Government and Social Care Ombudsman](#)

	2021-22	2020-21	2019-20	2018-19
<b>Number of Decisions</b>	115	105		
<b>Number of detailed investigations</b>	46	40	44	50
<b>Adults</b>	11	15	21	26
<b>Children and Families</b>	17	21	16	16
<b>Corporate</b>	3	4	7	8
<b>Upheld Decisions For Detailed Investigations</b>	31 (67%)	37 (92.5%)	26 (59%)	36 (72%)
<b>Compliance with Ombudsman Recommendations</b>	100%	100%	100%	94%

- Of the 115 decisions made by the Ombudsman, the data shows that less than half (40%) progressed to a detailed investigation
- The Upheld rate for detailed investigations has seen a reduction in comparison with last years figures and at 67% is below the national average
- The Not Upheld rate for detailed investigations has increased from 7.5% in 2020-21 to 32.6%
- 34 Ombudsman complaints were 'Closed After Initial Enquiries'. To assist the Ombudsman, the Council are required to provide extensive documentation and file records for the Investigator to consider prior to deciding on whether to conduct a detailed investigation

## Learning from Complaints

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

It is expected that in all circumstances, complaints are investigated properly and that complainants are treated fairly and with empathy. An apology will often be offered in recognition that the resident will have felt sufficiently aggrieved to contact the council to make a complaint, even in cases whereby the complaint has not been upheld.

Examples of learning during this reporting period are:

*The referral procedures between BBO and Community Learning will be updated to make sure that referrals are not rushed, and that all available and relevant information is shared between providers before referral. This is to ensure that learners are referred safely and onto the right programme, at the right time to meet their needs. Community Forest Services will strengthen its processes for referral by making sure that they have sight or knowledge of all learner assessments, including convictions where appropriate, before accepting them onto its courses, to make sure that the learner is accepted onto the right course and that they feel comfortable once enrolled.*

*Staff in all our offices have been spoken to and policies around postage reiterated to ensure this does not happen again in the future.*

*Following my investigation into your complaint I have worked with our Operational Control Room and Network Management Unit to ensure every report where a third-party asset has been identified we clearly inform residents at the time of reporting which organisation is responsible for the maintenance of that asset.*

*Network Inspectors to be refreshed with reasons for refusal and to give concise information 2. Where necessary a reply will be sent to applicants rather than relying on the refusal letter on its own 3. A refund of the 2nd application fee will be made*

*Staff have been reminded about ensuring 'eye for detail' when completing this type of work and the potential consequences of getting it wrong. • We will ensure plain English and correct terminology is used when responding to the public.*

*We have communicated with South Staffs District Council, and we will review the way local Public Space Protection Orders are shared and stored. We are in the process of reviewing resources and systems to ensure public enquiries are dealt with in an acceptable time frame.*

*We have met with the Contact Team and reiterated that any queries in relation to the Household Support Grants Food and Essential Supply applications are immediately emailed to [householdsupportfund@staffordshire.gov.uk](mailto:householdsupportfund@staffordshire.gov.uk). • We have made it clear on the application webpage that we will respond to all queries and process applications within 5 working days. • Each contact to the Household Support Fund inbox now has an updated automatic response that also explains we will be in touch within 5 working days and outlined this was due to the volume of contact we receive. • We are currently in the process of recruiting more staff within the team to assist with the processing of applications.*

## **Other types of contact**

Information is available on the Complaints webpages to signpost residents to the appropriate process for issues that are outside of the Corporate Complaints Procedure. However, residents do continue to use the online form and direct emails to the Customer Feedback and Complaints Team regarding matters that the team is unable to assist with.

Wherever possible, the team will advise the resident where they should direct their enquiry. This can include signposting to alternative contacts within the Council where online reporting facilities exist (highways and parking for example). If the concern is about an issue that is not in the remit of the Council, then the team will find out information from other sources and provide this to the resident so that they can refer the matter to the correct organisation.

Contacts that are not eligible for the Corporate Complaints procedure are recorded under a variety of categories, dependant on the nature of the contact.

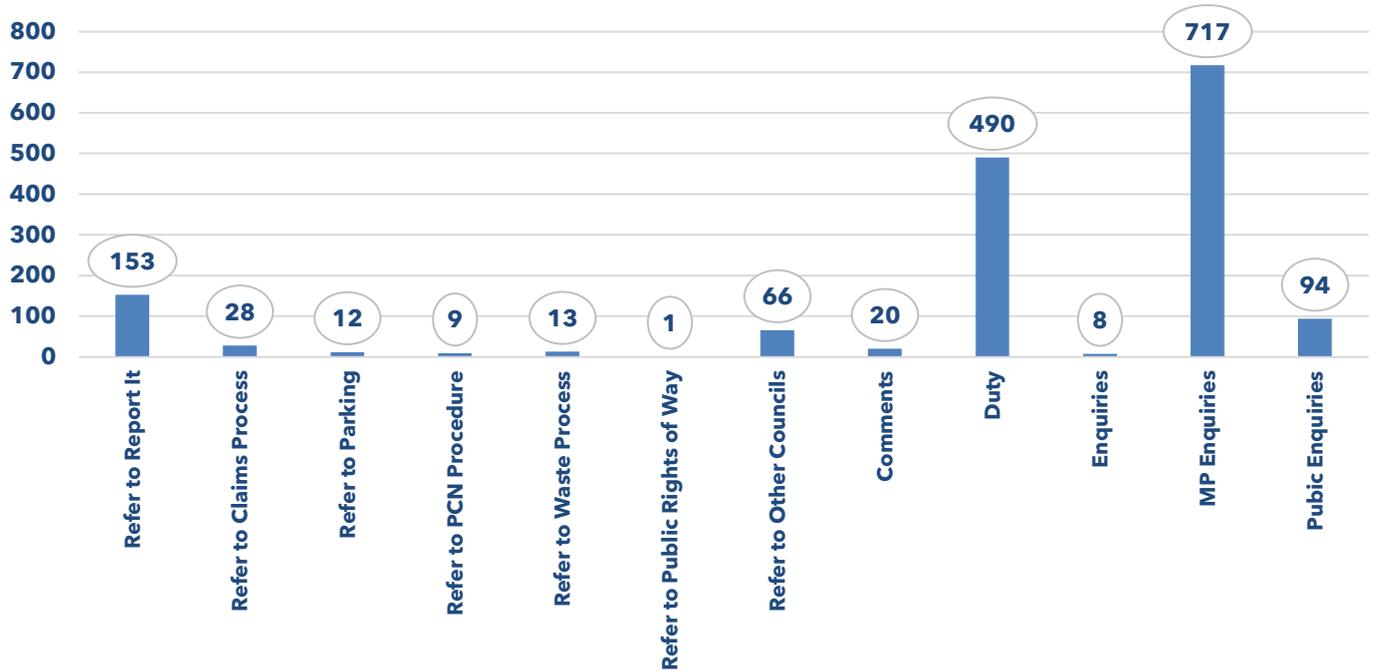
### **Enquiries:**

Contacts are recorded as enquiries when the resident is asking a general question or has a query about a Council function that is relatively straightforward. If the Complaints Team can provide the answer, then a response will be provided by them. Alternatively, if this is not possible, the appropriate service will be asked to contact the resident to arrange a reply.

### **Duty:**

Matters categorised as Duty are complaints that are outside the remit of the Corporate Complaints Procedure and work is undertaken by the Complaints Team to provide a response to the resident. The input by the Complaints Team can include consulting with the service area for background information and continued exchange of correspondence with the resident. Depending on complexity of the issues raised and the actions of the resident, this can take between one working day to several weeks of case management to conclude. Duty can often become a more complex matter to close due to it not being supported by a specific process. In addition to complaints and feedback, the Complaints Team are responsible for the MP and Public Enquiry processes.

The chart below details the number of contacts received by the Complaints Team about matters outside of the Corporate Complaints Procedure:



**9%** decrease in MP Enquiries



**77%** increase in Duty matters

### Concluding Comments

There has been a decrease in complaints that have been received that are eligible for investigation under the Council's Corporate Complaints Procedure. Complaint numbers can be open to fluctuation and it can be difficult to anticipate the number of complaints that the Council may receive. An increase or decrease does not necessarily indicate that there is a specific area of concern unless the complaints received are about the same issue and the same service area and that these complaints are found to be upheld.

The criteria for a complaint to be addressed formally under the Corporate Complaints Procedure inevitably means that not all complaints received by the Council will be subject this process. The criteria ensures that the Council can focus its resource on formal complaint investigations about issues that have a personal and direct effect on a resident. Dissatisfaction about a general community issue will continue to be excluded from a formal investigation but they will be recorded and passed to the appropriate service for information and consideration. The Complaints Team will then provide responses to the issues raised

on behalf of the service. Duty matters have increased by 77% in 2021-22 and can take up a significant proportion of Complaints Team resource to conclude. Matters logged under Duty include general dissatisfaction about a number of highways issues including roadworks, scheduling of repairs, library book renewal systems, difficulties in contacting a Council service and problems using the self-serve digital options.

Despite a reduction in the number of new Stage 1 complaints during 2021-22, the number of Stage 2 Review requests received has increased. It is for the complainant to decide whether they feel that the Stage 1 complaint response had addressed their concerns and whilst the volume of requests have increased, the number of complainants requesting a Stage 2 Review is substantially below the number of complaint investigations that resulted in a partially upheld or not upheld outcome. This means that whilst the complaint investigation did not uphold the concerns raised, the complainant was satisfied with the explanation they received and did not wish to pursue the matter further. An identified trend during 2021-22 in respect of the increase in Stage 2 Reviews can be attributed to the Council's decision to remove the Temporary Vacant Seat Scheme for parents whose children did not qualify for school transport.

To meet the Corporate Complaints Procedure objective of 'do it once, do it right' we will continue to provide advice and guidance to staff to ensure that investigations are conducted properly, and that the written response provided to complainants is of a high standard and issued within the corporate timescale of 20 working days.

Contacts from the Local Government and Social Care Ombudsman have increased during 2021-22 and investigations have noticeably increased to eight during this period. The previous reporting period saw only two investigations. However, this increase can be attributed to four complaints being in respect of the same issue (Transport Vacant Seat Scheme). The Ombudsman have found maladministration and injustice and the Council is in the process of completing the recommendations made by the Investigator.

The Complaints Team continues to manage a variety of matters that are outside of the Corporate Complaints Procedure. This includes signposting members of the public using the online complaints form and email address to register issues using the specific digital options available, although in comparison with the previous reporting year, signposting has decreased. This is a positive reduction in that it means the Complaints Team can focus more on issues within its remit.

### Complaints Team Priorities - Corporate Complaints

- Work with Capita to develop new complaints database
- Identify ways to improve the quality of Stage 1 complaint responses with the aim to reduce the escalation of complaints to Stage 2
- Look at how we disseminate learning from complaints within the Council and make any necessary improvements to this
- Continue to promote the Corporate Complaints Procedure and effective complaints handling to staff

This report contains high level complaint and feedback information. More detailed data is available on request. If you would like to receive more information, please contact the team directly [complaints&customerfeedback@staffordshire.gov.uk](mailto:complaints&customerfeedback@staffordshire.gov.uk)



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

## **Corporate Overview and Scrutiny Committee - Tuesday 25 October 2022**

### **Integrated Performance Report – Quarter 2, 2022/23**

#### **Recommendation**

I recommend that:

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

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

#### **Summary**

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

1. This quarterly Integrated Performance Report provides an overview of Staffordshire County Council's progress, performance, and financial position in delivering against our Strategic Plan and Delivery Plan.
2. We recommend that Corporate Overview and Scrutiny Committee notes and challenges performance and advises of any further information and/or action required.

#### **Report**

#### **Background**

3. The Integrated Performance report is considered by Corporate Overview and Scrutiny Committee on a quarterly basis.

#### **List of Appendices:**

- Appendix 1 – Cabinet Report - Integrated Performance report – Quarter 2, 2022/23
- Appendix 2 - Performance Dashboard
- Appendix 3 - Finance Quarter 2 Summary
- Appendix 4 - Finance Quarter 2 Detailed Report
- Appendix 5 - Corporate Checklist

Appendix 6 - Revenue Forecast Outturn 2022/23  
Appendix 7 - Capital Forecast Outturn 2022/23  
Appendix 8 - Financial Health Indicators 2022/23  
Appendix 9 - Prudential Indicators

## Contact Details

**Assistant Director:** Kerry Dove, Assistant Director for Strategy & Transformation

Rob Salmon, County Treasurer

**Report Author:** Wendy Tompson  
**Job Title:** Head of Policy and Insight  
**Telephone No.:** 01785 854267  
**E-Mail Address:** [wendy.tompson@staffordshire.gov.uk](mailto:wendy.tompson@staffordshire.gov.uk)

**Report Author:** Rachel Spain  
**Job Title:** Corporate Finance Manager  
**Telephone No.:** 01785 854455  
**E-Mail Address:** [rachel.spain@staffordshire.gov.uk](mailto:rachel.spain@staffordshire.gov.uk)

## **Cabinet Meeting on Wednesday 19 October 2022**

### **Integrated Performance Report - Quarter 2, 2022/23**



**Cllr Alan White, Leader of the Council said,**

“Creating the right conditions for businesses and our economy to grow and thrive remains a priority for the county council while managing the inflationary pressures we currently face.

“We continue to do what is necessary to support those who need us most, however, increasing costs across the board along with the rising demand of social care for adults and children together with huge inflationary costs continues to put pressures on finances.

“Demand for adult social care assessments and safeguarding remains high and we continue to prioritise individuals at the highest risk. Recruitment to the service is taking place, however national recruitment and retention difficulties remains a key issue.

“Work to transform our children’s services is ongoing and we continue to face pressures including the rising cost, number and complexity of Child Protection & Children in Care. The Holiday Activity and Food programme ran through the summer supporting families by providing almost 47,000 places for children and young people. This quarter we also saw the opening of two new schools, Bramshall Meadows First School in Uttoxeter and Fradley Park Primary in Lichfield.

“The Staffordshire Warmer Homes scheme continues to provide significant benefits to some of our most vulnerable residents, especially given the rising price of energy. Up to August 2022, 613 households had benefitted from 762 home installations, while over 2,300 people had received wrap around services.

“We know that residents across the county remain worried about the rise in the cost of living. To date approximately 52,000 people (including children, families and pensioners) have benefitted from £5.5 million worth of help over the summer through the Household Support Fund. We also continue to direct people to support on things like managing debt, paying bills, food and essentials, staying warm and helping others.

“Staffordshire businesses are also under pressure from rising costs. So we continue to support our local economy through the Staffordshire Means Back to Business programme, which has already supported hundreds of local companies and the creation of 400 new apprenticeships.

“Despite the inflationary 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.”



**Cllr 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.

“Good progress has been made across the organisation during the quarter, however increasing costs and inflationary pressures across the organisation are having a significant impact. In addition, workforce capacity and recruitment, and demand challenges remain, particularly within

Health and Care and Children and Families.

“The latest revenue forecast outturn shows a forecast overspend of £10.908m (1.9%), prior to additional funding for inflationary pressures being taken into account. Once this one-off funding is included and an allocation from the Inflation Reserve is assumed, the overspend reduces to £6.408m (1.1%). This is compared to an overspend of £3.643m reported at Quarter 1.

“Like many local authorities, we still face financial challenges, 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 quarterly Integrated Performance Report provides an overview of Staffordshire County Council's progress, performance, and financial position in delivering against our Strategic Plan and Delivery Plan.

## **Recommendation**

We recommend that Cabinet:

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

<b>Local Members Interest</b>
-------------------------------

N/A
-----

## **Cabinet – Wednesday 19 October 2022**

### **Integrated Performance Report - Quarter 2, 2022/23**

#### **Recommendation of the Leader of the Council and Cabinet Member for Finance and Resources**

We recommend that Cabinet:

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

#### **Report of the Director for Corporate Services**

#### **Reasons for Recommendations**

This is an opportunity for Cabinet to consider and discuss Staffordshire County Council's quarterly performance and finance position.

## Quarter 2 Summary

Performance ratings for the individual service areas across the council are as follows:

Service Area	Delivery	Finance
Health & Care	A	G
Children & Families	A	R
Economy, Infrastructure & Skills	A	G
Corporate Services	G	G

### Key highlights

- Two new schools opened in September; Bramshall Meadows First School and Fradley Park Primary with pupils now attending.
- Highways transformation on track and delivering, whilst maintaining business continuity.
- Holiday Activity Fund programme of activities completed with positive feedback received.
- Warmer Homes First Time Central Heating scheme has completed and met its target, despite challenges.
- 139 Community Champions recruited in Burton and Newcastle to date, with plans to expand, as well as 16 dedicated Ukraine Champions.
- More than 8,000 children took part in this year's Summer Reading Challenge.
- Start-Up Hubs established across all 16 Staffordshire County Council libraries during the summer.

### Key challenges

- Inflationary pressures across the organisation, with work underway to mitigate risks on future planned activity.
- Substantial risk that Adult Social Care Reform is unaffordable and require significant resources to implement. Recruitment of key roles now underway.
- Demand for adult social care assessments and safeguarding remains high. Work continuing to prioritise individuals at the highest risk.
- Continued pressures across Children's services, including the rising cost, number and complexity of Child Protection & Children in Care, as well as increased demand for Education, Health and Care Plans. New programmes of work established to support post transformation activity.
- Development of a solution to waste disposal arrangements in the north of the county post 2025.
- Workforce capacity and recruitment challenges remain across the organisation.

Further details of the above can be found in the main report and accompanying appendices.

## 1. Summary

This report provides an update on Quarter 2 activities for each service area: Health and Care; Children and Families; Economy, Infrastructure and Skills; and Corporate Services.

Significant progress has been made across the organisation during Quarter 2, however inflationary pressures across the organisation continue to have an impact on delivery. In addition, workforce capacity and recruitment, and demand challenges remain, particularly within Health and Care and Children and Families. There also continues to be areas of financial risk in Adult Social Care and Children and Families, with further details included within this report and its appendices.

The latest revenue forecast outturn shows a forecast overspend of £10.908m (1.9%), prior to additional funding for inflationary pressures being taken into account. Once this one-off funding is included and an allocation from the Inflation Reserve is assumed, the overspend reduces to £6.408m (1.1%). This is compared to an overspend of £3.643m reported at Quarter 1.

## 2. Health and Care

Delivery Performance Assessment	Finance Performance Assessment
<b>AMBER</b>	<b>GREEN</b>

3. Progress has been made during Quarter 2 to deliver the Health and Care elements of the Corporate Delivery Plan; however, there are ongoing challenges impacting on this, including rising adult social care demand, combined with recruitment and staff retention issues. Due to these challenges, alongside the implementation of significant national Adult Social Care Reform, the overall Delivery rating for Health and Care is Amber. The Finance rating is Green.



4. Adult Social Care (ASC) Reform, the Government's plan to implement the fair cost of care and the lifetime cap on care costs, remains a key risk for the council. Like all other local authorities, significant resource will be required to implement the necessary changes by April 2023 and there is a high risk that the cost of these national reforms will exceed funding available. Recruitment has now commenced to support the implementation, however national recruitment and retention difficulties remains a key issue.

5. Demand for adult social care assessments and safeguarding remains high, with the council continuing to prioritise individuals at the highest

risk. Additional permanent and temporary capacity has also been recruited to the safeguarding team to support with this work. In the context of this high demand, performance is below target for those service users receiving a 12-month review (78% in August 2022 against a target of 80%), with resource being diverted to deal with the level of demand. An action plan is in place to improve performance.

6. In addition, Care in the home continues to experience rising demand, combined with ongoing recruitment and retention issues faced by providers. However, to help address this a tender is out to increase market capacity in areas of high demand and recruitment has commenced for the enhanced home care service, which was approved at Cabinet in July 2022, with a further £2m agreed to be invested. This service will work flexibly, offering additional home care capacity to meet demand when necessary, and reablement for some people to increase their independence. Brokerage referrals (for helping individuals to arrange care) have also recorded a new high in Quarter 2 with 1,050 referrals in August 2022.

7. During Quarter 2, the council has been pursuing options for further use of digital and assistive technology. The Integrated Commissioning Service for Staffordshire and Stoke-on-Trent has been successful in its Year 1 bid application for up to £600,000 of funding to implement Digital Social Care Records management and Falls Detection technology in care settings. There is also a Three-Year application which has been submitted, which the service is awaiting the outcome of. This represents an exciting opportunity to implement digital solutions and realise the associated efficiencies within the Staffordshire Care Market.

8. As part of the Warmer Homes scheme, up to August 2022, 613 households had benefitted from 762 home installations, such as first-time gas central heating, air source heat pumps, solar panels or insulation measures to ensure houses are kept warm, and over 2,300 people had received wrap around services through 'Beat the Cold', which include eligibility testing, advice and signposting to further support including replacement boilers. Despite experiencing ongoing national supply chain issues, with high demand and material shortages impacting on the programme, Staffordshire met its target for the First Time Central Heating Installations scheme which ended in August 2022.

9. Households across all districts have benefited from the Warmer Homes scheme, with the highest take-up of installations in Stafford (143), East Staffordshire (119), Tamworth (118), and Cannock Chase (110). Cannock Chase and East Staffordshire are also the districts that have had the highest level of take-up of wrap around services, alongside South Staffordshire. The procurement process is now underway for the Sustainable Warmth Competition (SWC) which is the focus in 2022/23. This will enable the council to continue helping low-income households

to upgrade energy inefficient homes through the installation of insulation measures and replacement heating systems.

10. As part of the Supportive Communities programme, there are now 139 Community Champions in Burton and Newcastle, with plans to expand to Uttoxeter and Tamworth. In addition, there are also 16 dedicated Ukraine Champions to support families that have come to Staffordshire. A pilot project in Staffordshire Moorlands which links Supportive Communities to an approach that focuses on individuals' strengths and what they can do has also progressed well during Quarter 2. The pilot aims to increase accessibility to community resources for adult social care practitioners.
11. The Covid vaccination programme remains strong in Staffordshire with 87% of over-12s vaccinated with the first dose and 84% with the second dose, as of 26<sup>th</sup> September. Work is ongoing to identify specific areas and communities with lower uptake to encourage residents to come forward for a vaccination. Robust system-wide plans are also in place for the seasonal flu vaccination and the Covid booster rollout over the coming months.
12. In terms of Public Health and Prevention, new cases of monkeypox also continue to slow nationally and numbers remain very low in Staffordshire. Systems are in place for provision of pre- and post-exposure vaccination, where needed.
13. From a Finance perspective, Health and Care is forecast to have a breakeven position at Quarter 2, compared to a breakeven position at Quarter 1. There remains a range of high-risk Medium-Term Financial Strategy (MTFS) savings within this area, with the directorate seeking alternative savings where necessary. In addition, the level of client debt is above target and work is ongoing to recover this.

#### 14. Children and Families

Delivery Performance Assessment	Finance Performance Assessment
<b>AMBER</b>	<b>RED</b>

15. Progress has been made across the Children and Families service area in Quarter 2. The Amber Delivery rating reflects much work that has taken place during the quarter, balanced with managing challenges in relation to increasing demand, workforce capacity and recruitment issues, as well as market availability of children in care placements. The Red Finance rating also reflects significant cost pressures impacted by these issues, as well as rising demand for SEND support.



16. Staffordshire continues to experience pressures relating to the increasing cost, number and complexity of Child Protection and Children in Care, as well as challenges associated with the embedding of a large-scale Children's Transformation. In response to this, several new programmes of work have been established, which will be overseen by a Programme Board, focussing on children's workforce, ways of working, development of a communications strategy and Children in Care planning. In addition, detailed progress against its plans will be reported back to Cabinet during the next quarter.
17. At the 31<sup>st</sup> August 2022, there were 1,331 children in care in Staffordshire, which represents an increase compared to the Quarter 1 position (1,315). The rate is 78 per 10,000 which is higher than the most recent national benchmark (67 per 10,000 - March 2021) but lower than the regional benchmark (85 per 10,000 - March 2021). There has also been a continued increase in the number of children subject of a Child Protection Plan, with 725 children subject of a plan in August 2022 (a rate of 42.3 compared with 41.4 nationally and 42.6 regionally).
18. The number of Education, Health and Care Plans (EHCP) issued in time (within 20 weeks) in Staffordshire remains low, with some improvement reported in quarter. In August 2022, 41% of EHCPs were issued in time, compared to the most recent national benchmark of 58% (from 2021/22). The overall 12-month position is at 46%. Although there are seven new key workers in post, demand for Special Educational Needs and Disabilities (SEND) support continues to rise, with a notable increase in those with reported Social, Emotional and Mental Health (SEMH) needs.
19. In response to these challenges, work is ongoing to improve outcomes for children & young people, through the delivery of the council's SEND Strategy and Accelerated Progress Plan (APP). Much work has been underway to progress activities within the APP, which were reviewed by OFSTED at the end of September. The council has also secured additional temporary Educational Psychologist capacity to improve the timeliness of issuing EHCPs, as well as revising its Quality Assurance processes and checks to further improve the quality of these plans. The formal virtual launch of the SEND Countywide Review of Specialist Provision Project is also scheduled to take place with early engagement of education settings, parents, carers and children and young people from October.
20. As of Quarter 1 (latest data available), Staffordshire achieved successful outcomes for 419 families through the Building Resilient Families and Communities Programme since April 2022, which accounts for 53% of the annual target. From October 2022 there are new criteria to identify

eligible families with an expanded range of needs who can be included in the programme. Work is taking place to produce additional information requested by the Department of Levelling Up, Housing and Communities to demonstrate how the programme is performing locally to contribute to the decision on whether Staffordshire maintains its Earned Autonomy status. A decision is due in January 2023.

21. To date approximately 52,000 people (including children, families and pensioners) have benefitted from £5.5m worth of help this summer through the Household Support Fund allocation given to Staffordshire. This latest allocation from the Department of Work and Pensions (DWP) was distributed to households most in need of support to put towards the cost of food, energy, and water. The council has provided support to 27,000 children and young people entitled to free school meals, 22,000 pensioners benefitting from Local Council Tax Reduction, 650 care leavers and 260 families accessing support from Children's Services, and around 2,000 financial vulnerable households have had support with energy bills. Having recently received confirmation that the Household Support Fund has been extended to March 2023, with an allocation of £11.013m for 2022/23, plans are being developed to ensure those most in need will benefit from financial assistance.
22. The Holiday Activities and Food (HAF) Programme ran over the summer holidays and offered children free activities and a healthy meal on site to help with the cost of food over the holidays. There were almost 47,000 places available and as of the end of September the council had received returns from 34 providers, showing a 65% attendance rate (30,551 places taken from an offer of 46,783 places). This included 2,769 primary children and 905 secondary children, of which 625 were children with SEND and 215 were either from the Ukraine, in the care of the authority, a young carer or living in a hostel. The total number who benefitted from the programme will be reported in Quarter 3.
23. As part of the 'Homes for Ukraine' scheme, the council and its partners continue to work hard to ensure everything is in place to support refugees from Ukraine when they are here. As of 13<sup>th</sup> September, there were 405 Staffordshire sponsors who had agreed to accommodate a total of 986 Ukrainian refugees. Of this number, 672 have now arrived in Staffordshire. Some guests are now approaching six months since their arrival, and the council is working with district and borough councils on next steps for these guests – either to remain with sponsors or transition to a more independent life in the local community. The council and its partners are also pressing the Government for further information about how it will operate for the rest of the year, to inform a longer-term approach to the programme.
24. Two new schools were opened in Staffordshire in September 2022, with pupils now attending. The schools are Bramshall Meadows First School

in Uttoxeter and Fradley Park Primary School in Lichfield. Work has also begun onsite for the construction of a new primary school at Deanslade in Lichfield for opening in September 2023.

25. In terms of the financial position at Quarter 2 for Children & Families, taking into account a one-off funding allocation, there is a forecast overspend of £5.8m, compared to an overspend of £3.643m at Quarter 1. This is largely due to higher than forecast placements of children in the authority's care and the service is taking mitigating actions to address these pressures as far as possible.

## 26. Economy, Infrastructure and Skills

Delivery Performance Assessment	Finance Performance Assessment
AMBER	GREEN

27. Economy, Infrastructure and Skills is currently on track in terms of Finance in Quarter 2, however like other service areas the Amber Delivery rating reflects challenges faced across several service areas, particularly in relation to inflationary pressures impacting on current progress and representing a potential risk to future planned projects.



28. Inflationary pressures are particularly being experienced in terms of Highways and Transport. The council is continuing to work with suppliers to ensure visibility of information to understand and mitigate inflationary risk on planned projects and operations.

29. The future delivery model for Highways across Staffordshire from 2024 was agreed in principle at Cabinet on 20th July. It is hoped the new operating model (Hybrid Mixed Economy) will support the council's vision to deliver an excellent customer experience and improve the quality of Staffordshire's roads.

30. Work to deliver the council's extra in year £15m investment programme in the highway service is on track, including a range of pilots and 8 new targeted structural maintenance schemes with the first one (Station Road in Rolleston-on-Dove) starting on site in September. The schemes are all part of the council's investment in gateways to major towns in the county and are due to take place throughout the next year. The Highways Transformation Programme is also on track and delivering, whilst maintaining business continuity.

31. The council continues to support local businesses to survive, adapt and continue to operate as part of delivering its £6m Staffordshire Means Back to Business Support Scheme. As part of this scheme, the Staffordshire Apprentice 500 initiative launched in April 2021 to provide

incentives to small and non-levy employers to provide apprenticeships to Staffordshire's young unemployed residents. Between the launch and August 2022, 409 apprentices have been approved. Almost 90 apprentices from across Staffordshire and Stoke-on-Trent were also recognised at the seventh Staffordshire Apprenticeship Graduation Ceremony, attended by just under 400 people, at the Staffordshire County Showground at the end of June.

32. The Get Started scheme which launched in November 2021 gives participants extra confidence to launch or continue with their enterprise with the backing of free expert professional support. The scheme is proving to be extremely popular with 256 expressions of interest received by the end of August 2022, of which 66 applications have been approved. A new 'Step Up' programme is due to start in October for young businesses of 2 to 5 years, to support them with consultancy services worth up to £1,000.
33. The council's Ignite Programme was launched in 2021; it is a programme of free advice, workshops, mentoring and support for post-16 further education students looking to set up their own business in Staffordshire. By the end of June 2022, targets for the 2021/22 academic year had been exceeded with around 5,500 students receiving lesson plans; 480 registered on the online learning platform; and 282 registered for the face-to-face intensive 5-day course.
34. The Shire Hall Business Centre in Stafford's Market Square opened in July and became operational from October. A total of £1.6m was allocated to the project from the national Getting Building Fund, in addition both the council and Stafford Borough Council have also invested in the centre. Bringing part of the Shire Hall back into productive use will help revitalise Stafford town centre by bringing in new businesses and will form part of the wider long-term regeneration of the Shire Hall.
35. In terms of key Transport updates, the council has recently been awarded funds to help with the production of a new Local Transport Plan. This will set out the council's proposals for transport provision in the county, including walking, cycling, public transport, car-based travel, and freight, together with the management and maintenance of local roads and footways. There was also a huge effort to ensure home to school transport arrangements were delivered ahead of the start of the school term in September.
36. A national programme to boost adult numeracy skills leading to better job prospects and improved day-to-day living will launch in Staffordshire this autumn. The council has been allocated £4.2m by the Government as part of the £570m Multiply scheme. It is a three-year fully funded programme, giving people the opportunity to learn when and where they

want. It will be accessed through a new digital numeracy platform and local courses.

37. Over the last quarter Project Gigabit has continued, which is the £123m Department for Digital, Culture, Media & Sport (DCMS) investment to enable premises that are not commercially viable to get 1,000Mbps connectivity. National procurement delays have impacted on delivery in Staffordshire during Quarter 2, however other solutions are being explored with opportunities being taken forward for new voucher schemes to be deployed with alternative networks (alt nets) following the success of the current voucher scheme, which is looking to connect over 1,000 premises in local communities. Work is also taking place locally to provide additional mapping analysis and local knowledge to help with the identification of other premises and areas, that are not currently covered by providers' current plans, to potentially be connected.
38. The 'Zero by nature' consultancy report is expected in October to inform the council's future climate change activity. Work is also ongoing to refresh the annual Climate Change Action Plan which identifies the priorities and actions for the year ahead. This will help the council to play its part in the global effort to reduce the impact of climate change and meet its net carbon zero target by 2050. This and the Climate Change Annual Report are due to go to Cabinet in November 2022.
39. The Climate Action Fund opened for the third time in July after supporting 217 projects to combat climate change to date. The deadline for Climate Action Fund Phase 1 was the 30<sup>th</sup> September 2022, with 36 applications received totalling c.£35,000 worth of potential funding to Community groups within Staffordshire.
40. The Trading Standards team continues to support businesses through safeguarding and compliance advice. During June and August 2022, the team fitted their 100<sup>th</sup> call blocker ensuring that scam calls do not reach vulnerable people, with over 600 calls blocked in August.
41. The 'Libraries and Arts' service have successfully delivered the Summer Reading Challenge with more than 8,000 children from across Staffordshire having taken part by the end of August, exceeding targets. Start Up hubs have also been established in all 16 Staffordshire County Council libraries in the summer, with take-up to be reported next quarter.
42. Inflationary pressures have impacted on the financial aspect of the Staffordshire History Centre development, in terms of the rising costs of construction materials. However, this is being addressed and positive progress has also been made during Quarter 2 with successful recruitment for the centre, including volunteers.

43. A communications campaign is underway to signpost residents, staff and businesses to the range of support available in Staffordshire to help tackle the current cost of living pressures. The 'Here to Help' campaign launched in early October to make sure people are aware of the support and advice available, focussed on areas such as money and bills, food and essentials, staying warm and helping others.
44. The financial position at Quarter 2 for Economy, Infrastructure and Skills is a forecast saving of £61,000, compared to a breakeven position at Quarter 1. This is following an allocation of one-off funding for inflationary pressures materialising in highways and transport.

#### 45. Corporate Services

Delivery Performance Assessment	Finance Performance Assessment
<b>GREEN</b>	<b>GREEN</b>

46. Corporate Services is currently on track in terms of both Delivery and Finance in Quarter 2 and continues to provide vital support to the organisation in delivering on its priorities. Whilst the overall GREEN performance ratings reflect a great deal of activity that has taken place to progress its plans, like other service areas it continues to manage ongoing challenges regarding workforce capacity and recruitment, as well as being subject to similar inflationary pressures impacting on areas of business, such as ICT and parts of the property programme.



47. During 2022/23, the council aims to raise £8m through the sale of unused land and buildings to fund transformation of services and activity, in line with new Government regulation. By the end of August 2022, the council was progressing sales with six surplus sites and remains on target to deliver this.

48. In addition, work on the council's property programme is progressing well. This has included the repurposing of the Chesterton Vision Centre, including staff moving from Brackenberry, with the service operational from the end of August. Bilbrook House in South Staffordshire site sale has been agreed and Shire Hall Stafford was handed over to the Enterprise Team in July and became operational from early October. The c.£8m schools maintenance programme which comprises of over 100 projects remains on track to be delivered during this financial year.

49. The council continues to review and develop its digital approach across all areas of the organisation. Work has continued to refresh the council's priorities for 2022/23, ensuring they align with the new Corporate Delivery Plan. Good progress has been made across multiple existing

priorities, such as establishing a Robotic Process Automation (RPA) pilot to automate a range of different processes to free up capacity for added-value activities. Work also continues with district and borough councils to progress the "Single Customer Front Door" project across Staffordshire, with a Target Operating Model currently in development. The Digital Champions network was also re-launched in September following an organisation-wide 'recruitment' drive.

50. The new VCSE Capacity Building Framework went live on 1st August and will focus on supporting the local voluntary sector, working alongside communities to promote health and wellbeing, and working with young people and the community groups that support them. Twelve-month delivery plans have been agreed and in place between all partners and the first round of contract review groups will take place in October. The final quarter of the previous arrangements (between April – July 2022) saw 191 organisations provided with one-to-one development support, VCSE groups supported to access c.£1.5m of external funding, 61 VCSE representatives accessing free training places, and 51 individuals supported to access local volunteering opportunities.
51. The council's new Community Fund opened on the 19<sup>th</sup> April and to date 54 projects have been supported, including 23 jubilee projects. The total value for projects so far (including the requests from members) is £426,000 – this total represents a current matched value of £2.80 raised by communities for every £1 requested from the fund. The total budget for the fund is £156,000 and will continue taking new applications until 31 October 2022.
52. Throughout the quarter there has been significant work around promoting the Staffordshire story and place brand as part of 'We are Staffordshire'. This has included celebrating Staffordshire's involvement with the Commonwealth Games, supporting a tourism campaign/competition to 'play in Staffordshire' over summer, with over 250 entries received, and developing a 2022-26 strategy for approval at the October Place Board. There are now over 150 Ambassadors registered and a successful Ambassador event held at the 'World of Wedgwood' in July attracted over 60 Staffordshire businesses.
53. Earlier this year the Local Government Boundary Commission initiated an Electoral Review of Staffordshire, due to the council's changing population and the length of time since the last review. As part of the review the council is required to submit a Council Size proposal to the Boundary Commission in November. The council is set to propose that it should retain its current number of 62 councillors, as well as requesting that the review seeks to achieve single member electoral divisions. The proposal will be considered by Full Council in October. An in-principal decision on councillor numbers is expected to be announced by the Boundary Commission in January 2023. At which point, a 12-week

consultation on future division arrangements will begin. The review is expected to be completed in late 2023, with new divisions in place for the 2025 elections.

54. Work is ongoing to deliver the council's current internal people strategy, including the launch of a new green lease car scheme in July, with the environmental advantage of being focused on electric and hybrid cars. The council has also partnered with CIPD, the professional body for HR and people development, to use its People Impact Tool during September to help shape the council's new People Strategy.
55. There is continued focus on staff absence levels across the council to help teams improve their days lost to sickness. The People Services team have taken a deeper dive into absence to establish short, medium, and longer-term approaches that will be proposed to Senior and Wider Leadership Teams. The People Operations team are working directly with the refreshed list of top 30% locations with the highest days lost to understand the root causes for absence and proactively support them with short- and medium-term actions. Additionally, weekly absence reports are now being emailed to all line managers to facilitate best practice absence management.
56. As at August 2022, total absence has increased to 13.05 days lost per employee, compared to 9.94 at the same point last year. Currently long-term absence is at 8.93 days lost per employee, compared to 7.37 at the same point last year. Short-term absence is at 4.12 days lost per employee, compared to 2.57 last year. Absences relating to diagnosed/suspected COVID-19 account for 1.25 days lost per employee, similar to last year at 1.24. With COVID-19 related absences excluded, total absence levels are now higher at 11.8 days lost per employee, compared with a pre-COVID position of 11.68 in Feb 2020. Employees who have had no absence is at 46.9% of the workforce and 22.2% have had less than 5 days absence.
57. Corporate Services is forecast to have a saving of £0.181m at Quarter 2, compared to a breakeven position at Quarter 1. There is potential for some additional income from Registrars due to the higher number of weddings that are being booked following the lifting of all COVID restrictions.

### **Legal Implications**

58. There are no legal implications of note in relation to this report, which is for information and discussion, not for decision.

### **Resource and Value for Money Implications**

59. Please see Finance Appendices.

## **Climate Change Implications**

60. There are no direct climate change implications of note.

### **Link to Strategic Plan**

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

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

62. Detailed scrutiny of the council's activity in relation to the various areas discussed in this report takes place at the Health and Care Overview and Scrutiny Committee, Prosperous Overview and Scrutiny Committee, Safeguarding Overview and Scrutiny Committee or Corporate Overview and Scrutiny Committee, as appropriate.

## **Community Impact**

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

## **List of Appendices:**

- Appendix 1 - Performance Dashboard
- Appendix 2 - Finance Quarter 2 Summary
- Appendix 3 - Finance Quarter 2 Detailed Report
- Appendix 4 - Corporate Checklist
- Appendix 5 - Revenue Forecast Outturn 2022/23
- Appendix 6 - Capital Forecast Outturn 2022/23
- Appendix 7 - Financial Health Indicators 2022/23
- Appendix 8 - Prudential Indicators

## **Contact Details**

**Assistant Director:** Kerry Dove, Assistant Director for Strategy & Transformation

Rob Salmon, County Treasurer

**Report Author:** Wendy Tompson  
**Job Title:** Head of Policy and Insight  
**Telephone No.:** 01785 854267

**E-Mail Address:** [wendy.tompson@staffordshire.gov.uk](mailto:wendy.tompson@staffordshire.gov.uk)

**Report Author:** Rachel Spain  
**Job Title:** Corporate Finance Manager

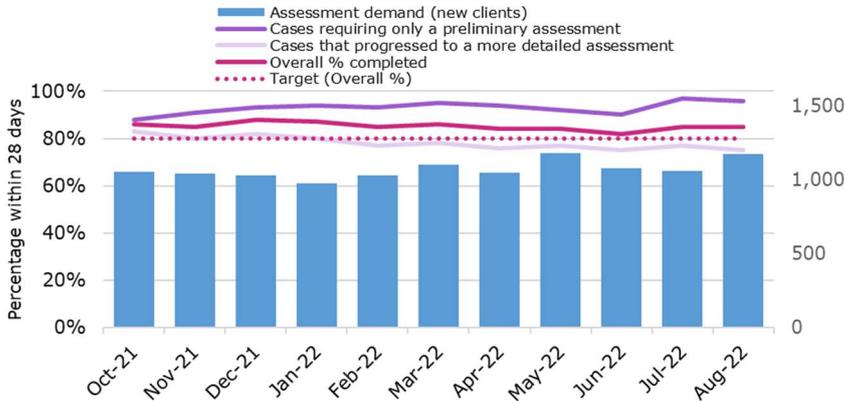
**Telephone No.:** 01785 854455

**E-Mail Address:** [rachel.spain@staffordshire.gov.uk](mailto:rachel.spain@staffordshire.gov.uk)

# Health & Care Dashboard

## Adult Social Care and Safeguarding

**% of Care Act assessments of new clients completed in 28 days and number of requests received per month**



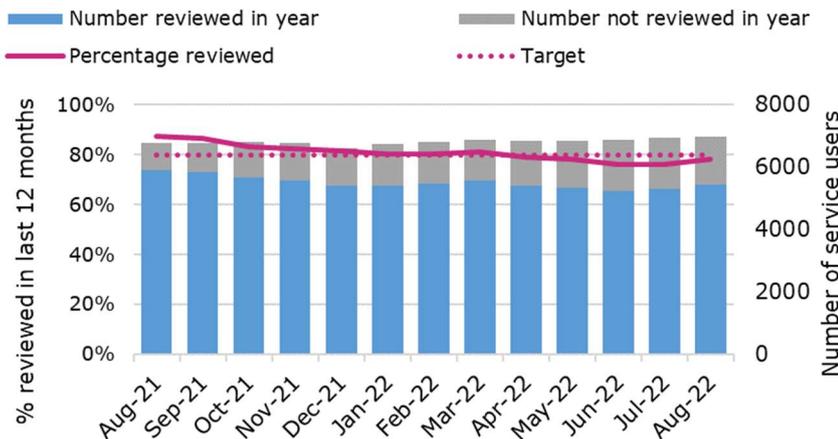
Demand for assessments remains high. Where they are not completed in 28 days, this is usually because they are more complex. The council tracks these individually to ensure that progress is being made to determine appropriate care and support arrangements and that any risks are being mitigated.

There were 1,080 safeguarding contacts 'open' in mid-September, which remains high, although additional permanent and temporary capacity has been recruited which has helped reduce this from a peak of 1,589 in mid-August. Also, all contacts are assessed to ensure that the highest risk cases are prioritised immediately.

**% of safeguarding referrals assessed within 2 and 5 working days, and number of requests received per month**



**Overall % and number of people who have been receiving services for 12 months or over, who have had a review in the previous 12 months**

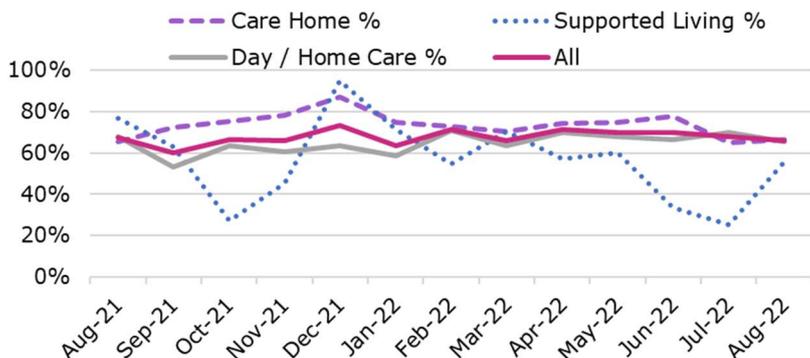


In the context of high demand, performance is being impacted in this area. Where people have not been reviewed within 12 months this may be because they were unavailable (for example in hospital) or because of insufficient capacity. Additional social care capacity is being sought to increase completion rates.

# Health & Care Dashboard

## Care Commissioning

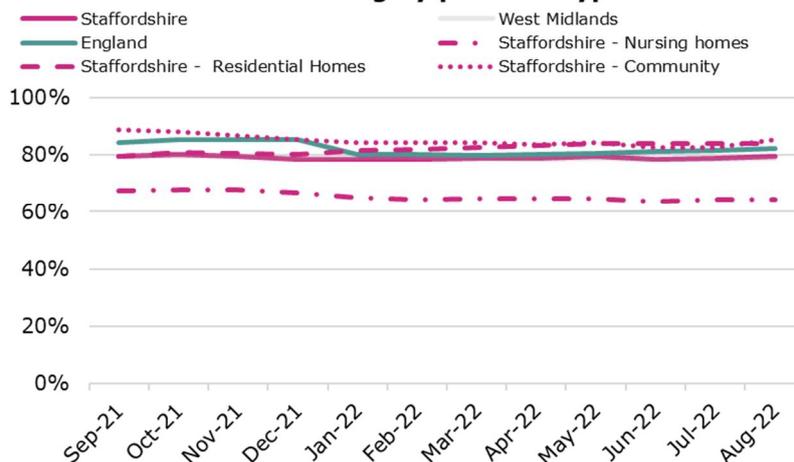
**% of brokerage sourced within agreed timescale by service type**



Brokerage referral pressures continue with a new high recorded in August 2022 (1,050), leading to a slight reduction in timeliness of sourcing.

Source: SCC

**% of care providers with CQC ratings of Good or Outstanding by provider type**



Source: SCC and Care Quality Commission

## Public Health and Prevention

**Number of people who have accessed resources promoting independent living and community support, including SCC digital resources and community help points**



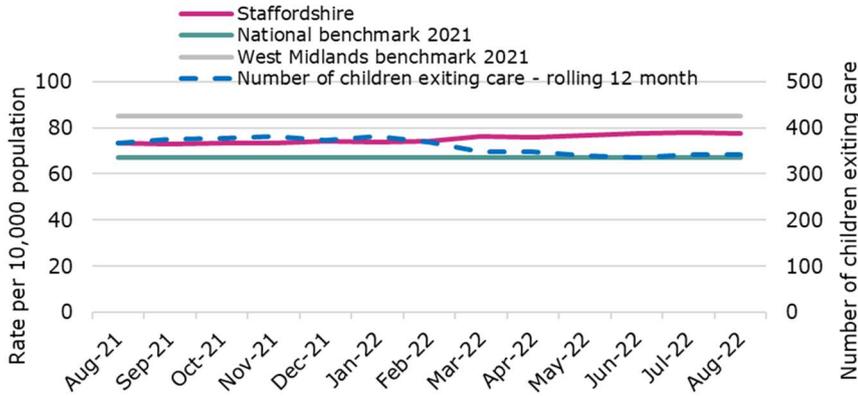
Of the 3,909 people who accessed resources in July 2022, 72% (2,815) were unique views of SCC adult social care webpages, 28% (1,076) were unique views of Staffordshire Connects adults homepage and 0.5% (18) were referred to Community Help Points.

n.b. There are limitations with this data; the actual number accessing digital resources is likely to be higher, as the chart only shows those users that have accepted the website analytics.

# Children & Families Dashboard

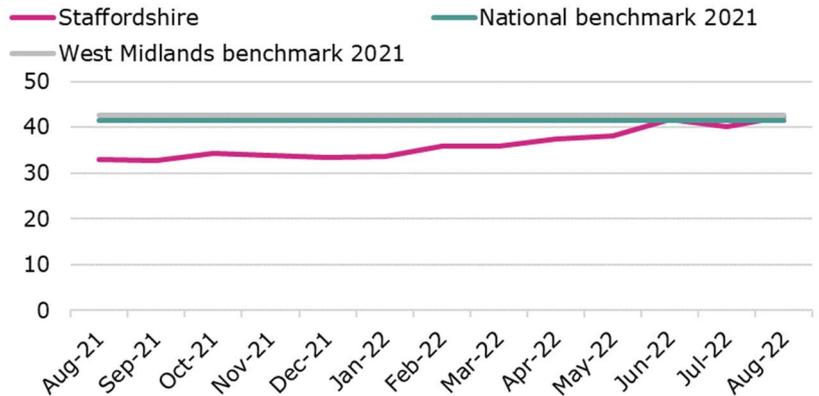
## Safeguarding

**Rate of children in care (rate per 10,000 population) and number of children exiting care**



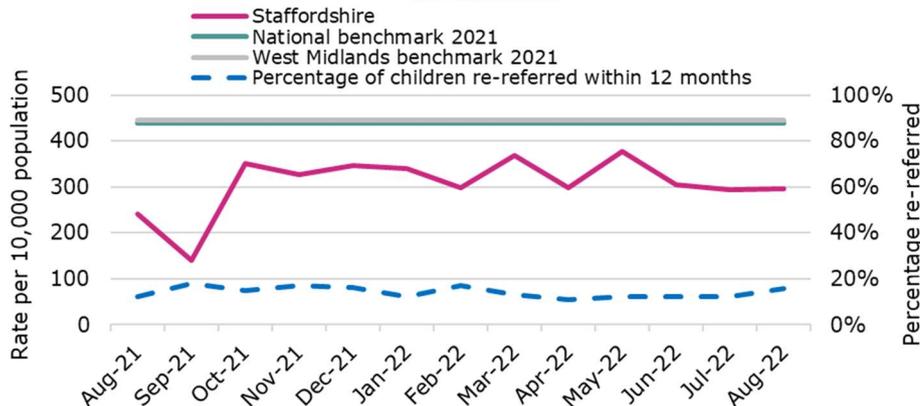
Staffordshire continues to experience pressures relating to the increasing cost, number and complexity of Children in Care. New programmes of work are being established and monitored to support post children's transformation activity.

**Rate of children subject of a Child Protection Plan (per 10,000 population)**



Similarly, there is an increasing number of children subject of a Child Protection Plan, with the highest number of 725 recorded in August 2022. Of those children subject of a CPP, 19% have been subject of a plan more than once.

**Rate of children referred, rolling 12 month average (per 10,000 population), and % re-referred within 12 months**

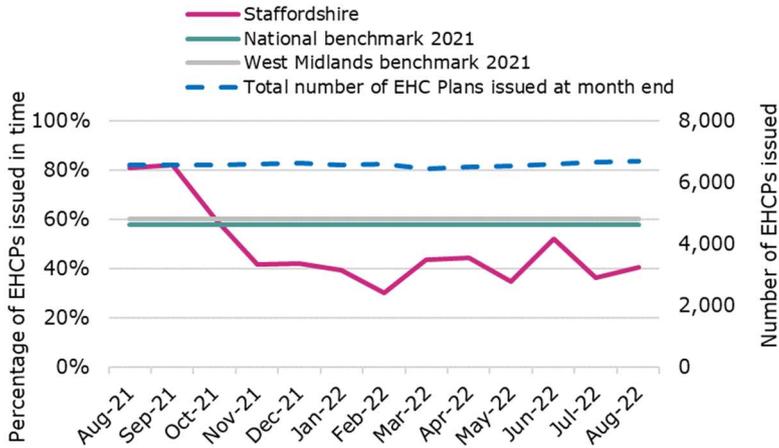


Source: SCC and Local Authority Interactive Tool (LAIT)

# Children & Families Dashboard

## Special Educational Needs and Disabilities

**% of Education, Health and Care Plans issued in time, and cumulative number issued**



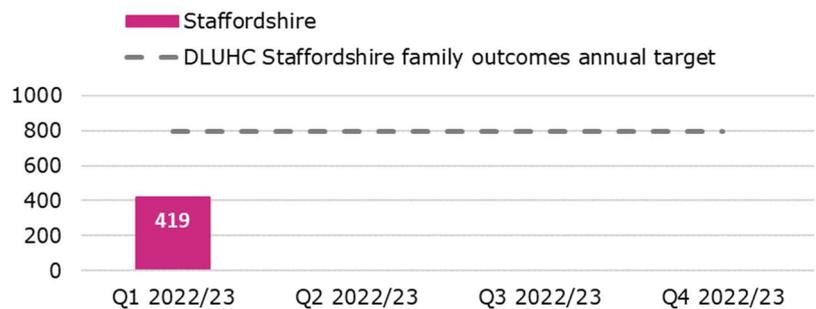
Demand, for Education, Health and Care Plans (EHCPs) continues to increase, with a notable rise in those with reported Social, Emotional and Mental Health (SEMH) needs. To mitigate this additional resource has been secured and delivery of the SEND Accelerated Progress Plan continues, with progress reviewed by OFSTED.

Source: SCC and Local Authority Interactive Tool (LAIT)

## Supporting Families

Staffordshire achieved 53% of the annual target in Quarter 1, and is therefore ahead of target for the year. Performance in this area is a key factor in retaining Earned Autonomy status.

**Supporting Families Programme - Reported successful family outcomes in 2022/23**

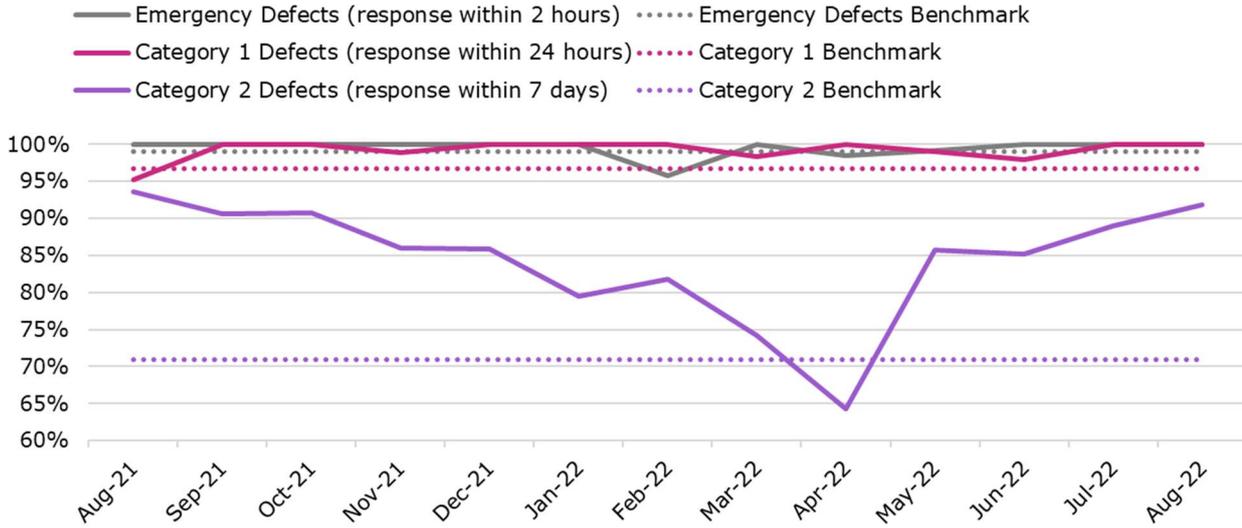


Source: SCC and Department for Levelling up, Housing and Communities

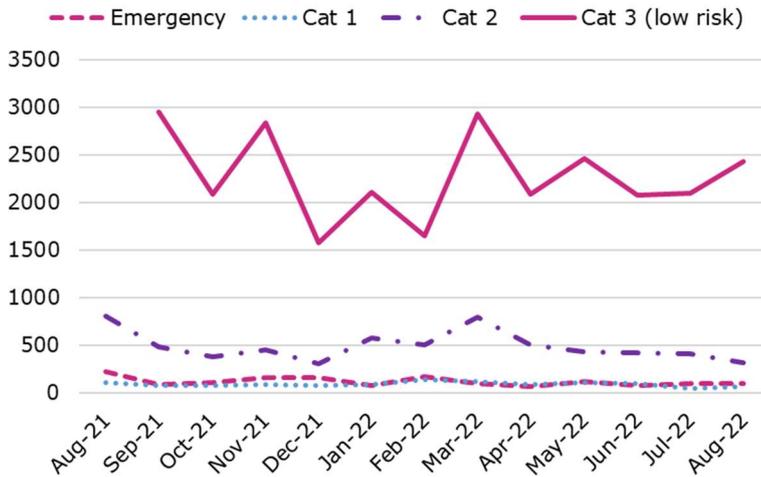
# Economy, Infrastructure & Skills Dashboard

## Highways

### % of Emergency, Category 1 and Category 2 defects repaired in time



### Total number of safety defects identified



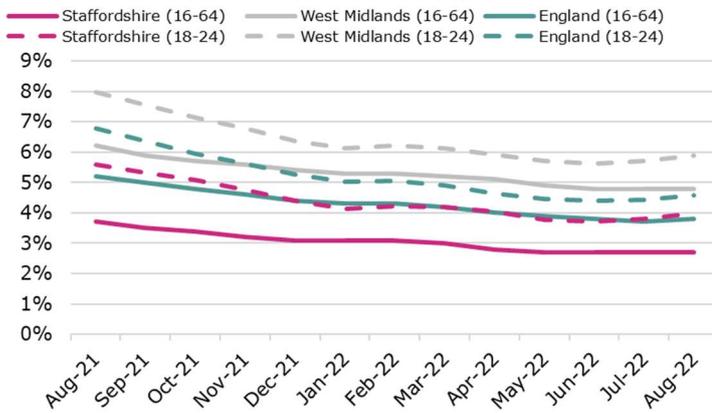
This demand includes defects across all SCC assets.

Source: Amey, Confirm.

# Economy, Infrastructure & Skills Dashboard

## Employment and Business

Claimant Count rate by age

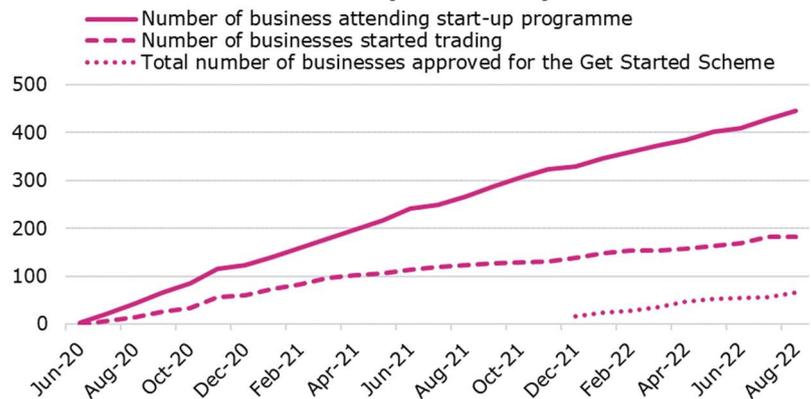


As of August 2022, there were 14,445 claimants in Staffordshire; a decrease of 125 claimants compared with the figures reported in Quarter 1 (May 2022). Staffordshire Moorlands records the lowest rate (1.8%), and Tamworth records the highest at 3.5%, which is still below the national position.

Source: Office for National Statistics

The top two sectors for businesses attending the start-up programme are 'Retail' and 'Services'.

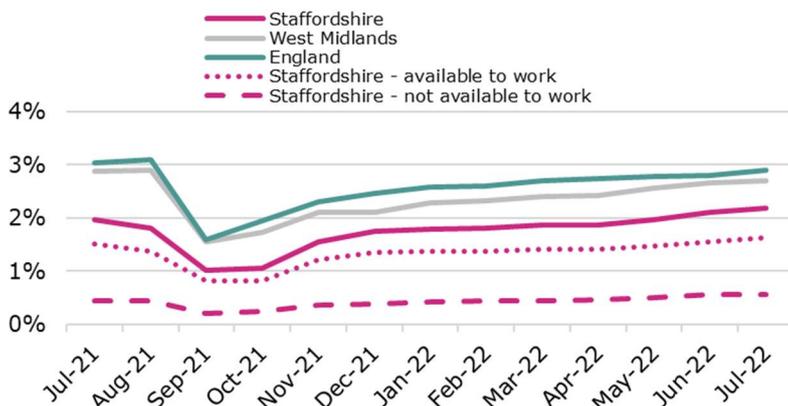
Number of business start-ups assisted by the council (cumulative)



Source: SCC

## Skills

% 16-17 year olds not in education, employment or training (NEET) by NEET economic activity level



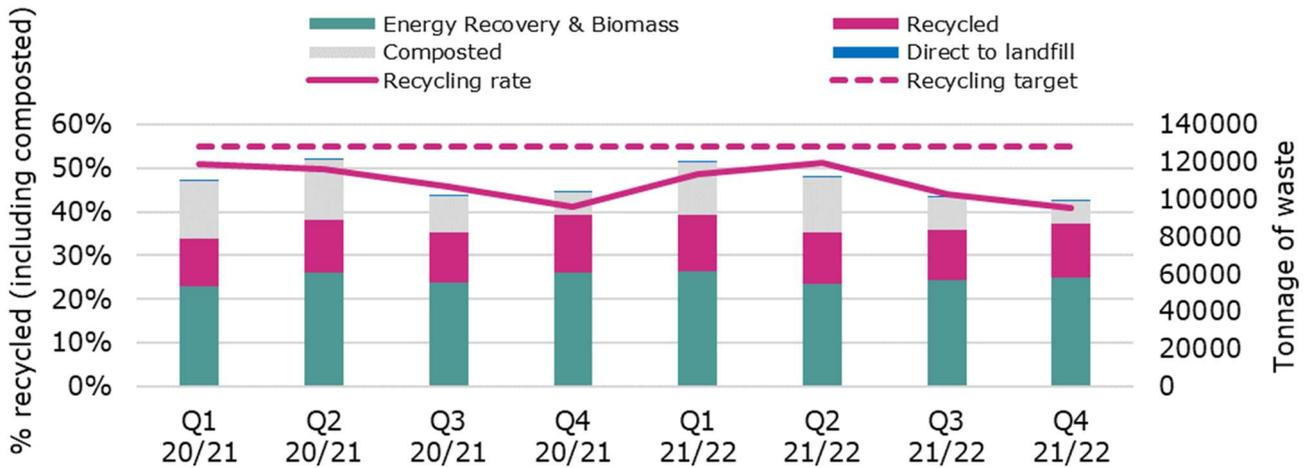
It is usual for there to be an increase in NEETs from September as young people leave school on 31 August and are then tracked.

Source: National Client Caseload Information System

# Economy, Infrastructure & Skills Dashboard

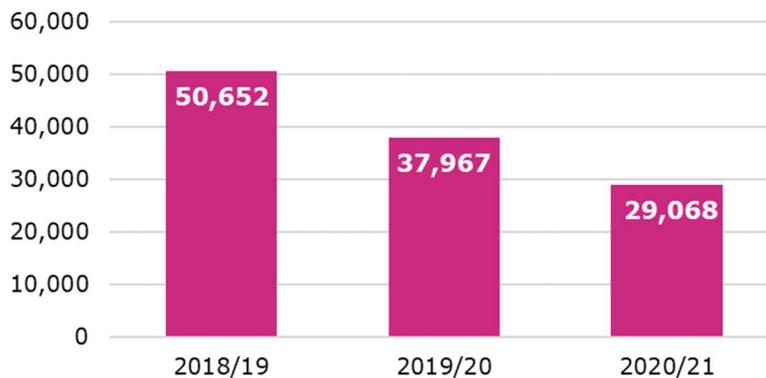
## Climate Change and Waste

**% of waste recycled and tonnage of waste disposed of by method**



The recycling rate dipped in Quarter 4 2021/22 (latest available data); this represents a usual dip experienced in Autumn/Winter as a result of the disposal of less green waste (in line with Quarters 3 and 4 20/21). Staffordshire continues to send minimal waste directly to landfill.

**Staffordshire County Council's carbon emissions - Tonnes of carbon (tCO<sub>2</sub>e)**



The 23% reduction in the council's carbon footprint in 2020/21, compared with 2019/20, can be accounted for by some residual electricity demand transferring to the green energy tariff, a reduction in staff travel (which is still affected by the pandemic) and a change in the calculation to better reflect the council's waste operation.

Source: SCC

# Corporate Services Dashboard

## Finance

### Revenue outturn forecast variance compared to the overall budget (target no more than +/- 2%)

Quarter 1, 22/23	Quarter 2, 22/23
<b>0.61%</b> (£4m overspend)	<b>1.1%</b> (£6.408m overspend)

Although a 1.1% overspend is acceptable as it is within the 2% target, there is a £6.408m overspend, which would be £10.908m (1.9%) without the one-off funding allocation which has been awarded.

## Staff Sickness Absence

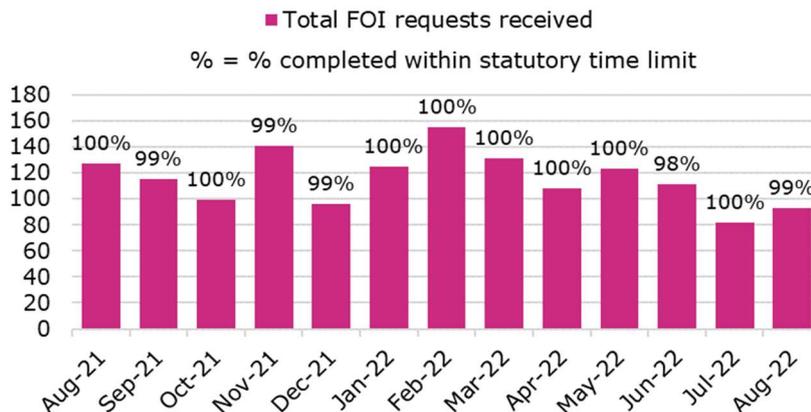
### Average payroll days lost per employee



There is a continued focus on staff absence levels to help teams improve their days lost to sickness, including working with those service areas experiencing the highest absence levels and promoting best practice absence management.

## Freedom of Information

### Number of FOI requests and % completed within statutory time limit



# Latest Financial Summary

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

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

The latest revenue forecast outturn shows an overspend of £10.908m (1.9%). Following the allocation of one-off funding this reduces to an overspend of £6.408m (1.1%). Inflationary pressures are forecast to be in the region of £50-70m in the current and future years and the situation is being monitored carefully.

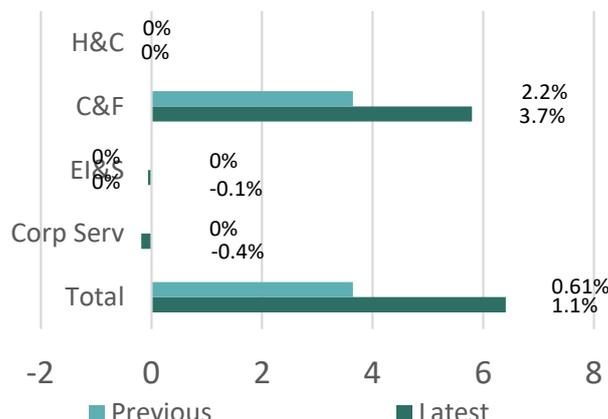
There is a forecast overspend of £5.8m for Children’s Services, following an allocation of £8.5m of one-off funding. This is a highly complex and volatile service and costs depend on the type of placements provided. The service is taking mitigating actions to address these pressures as far as possible.

Savings are categorised into confidence of delivery. There are £0.686m savings that are delivered as at quarter 2. There are £1.095m savings classed as Low confidence which relate to accommodation based savings in Adult Social Care.

The latest capital outturn projection is £128.8m, compared to the quarter 1 position of £133.2m, an decrease of 3.3%. This projection is a fully funded position. This increase is mainly due to Basic Needs and SEND funding being rephased and the utilisation of Section 106 funding. There has been an increase on Highways schemes, mainly due the inclusion of a provision for inflationary pressures.

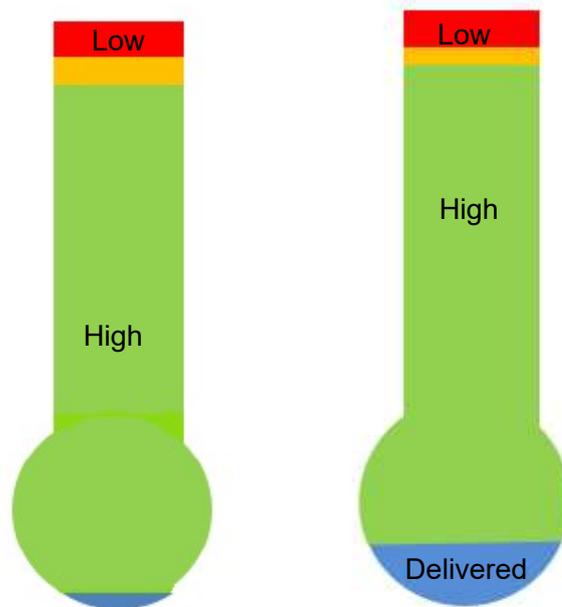
Within the national context, the latest consumer price index is 9.9%. Interest rates have increased to 1.75% making them the highest level in 11 years. GDP is estimated to have increased by 0.2% in July 2022, following a decrease of 0.6% in June. Current unemployment figures show Staffordshire benefit claimant rate remains below that of the West Midlands and Great Britain.

## Revenue Budget Variance



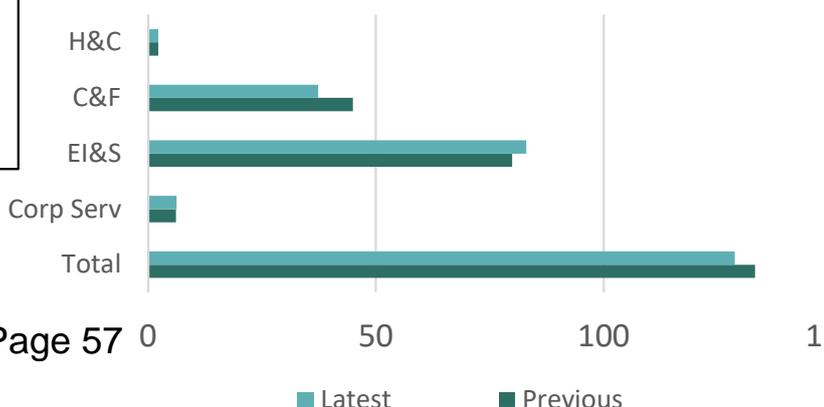
## Savings Tracker – Target £16.788m

Quarter 1 - £16.788m      Quarter 2 - £16.788m



Savings Rating Key – Blue – Delivered - savings completed in year  
 Green – High confidence – Expectation saving will be delivered in year  
 Amber – Medium confidence – work still to be done to achieve saving  
 Red – Low confidence – expectation that saving will not be made in year

## Capital Programme





### Introduction

### Revenue Forecast

64. The latest revenue forecast outturn (as provided in appendix 5) shows a forecast overspend of £10.908m (1.9%), prior to additional funding for inflationary pressures being taken into account. Once this one-off funding is included and an allocation from the Inflation Reserve is assumed, the overspend reduces to £6.408m (1.1%). This is compared to an overspend of £3.643m reported at quarter 1.
65. The one-off funding allocated from the inflation reserve amounts to £4.5m. There is £4m remaining in the Contingency budget and it would be prudent to retain this against the anticipated cost of the pay award for the current year. The current forecast of inflationary pressures for the current and future years is between £50m and £70m. These are being monitored closely and will be updated in future quarterly reports, however the need for one-off resources to fund these pressures remains.
66. The following paragraphs consider the key financial issues in each of the council's portfolios.
67. **Health and Care** **Forecast – Breakeven**
68. *Public Health and Prevention* *Forecast – Breakeven*
69. There appears to be renewed interest in the Public Health ringfenced grant, and we will review expenditure to ensure it is consistent with grant conditions. We are holding a contingency against the risk that Public Health ringfenced grant is reduced in future years.
70. *Adults Social Care & Safeguarding* *Forecast - Breakeven*
71. There are a number of vacancies in the Adults Learning Disability Team (ALDT) which has led to a forecast saving of £0.699m. The vacancies will be filled during the year to ensure adequate capacity to complete assessments and reviews in a timely way. There is a forecast overspend of £0.155m for the Section 75 contract with the Midlands Partnership NHS Foundation Trust (MPFT) due to the in-year NHS pay award being slightly higher than budgeted.

### Appendix 3 – Quarter 2 Finance Report

Other variances amount to a forecast saving of £0.267m. It is proposed that the overall saving of £0.811m is transferred to reserves as identified below.

72. The Learning Disability In-House Services are forecast to save £0.599m. This is largely due to vacancies being held in the residential services during the restructure. There is also a forecast underspend of £1.321m for the new Enhanced Homecare Service as this will take time to build up to full capacity. It is proposed that the total forecast saving of £1.920m is transferred to the reserves as identified below.
73. *Care Commissioning* *Forecast - Breakeven*
74. The Older Peoples service is now forecast to underspend by £5.897m compared to the breakeven position previously reported. This is in part due to ongoing careful management of demand and prices.
75. Residential and nursing placements have increased during the first months of the year, but demand has not increased by the levels budgeted for in the MTFS. Further growth in placements has been assumed for the remainder of the year, but despite this, there is a forecast underspend of £3.461m for placements. The Block Booked Beds saving is unlikely to be delivered in full this financial year. However, additional block booked beds are being commissioned and existing capacity is monitored carefully in order to ensure effective utilisation.
76. Additional growth was built into the budget from 2022/23 for homecare for older people, recognising an increasing level of demand. However, challenges with recruitment and retention have limited provider capacity. This has resulted in a forecast underspend of £4.130m. Efforts to increase capacity continue and the backlog of home care is reducing, but there remains £1.506m worth of homecare unprovided and this is budgeted for in future MTFS years.
77. The lower than planned demand from older people and care types has resulted in a shortfall of £1.291m in income for client contributions. Other variances in the Older People's expenditure result in a forecast pressure of £0.403m.
78. The Physical Disabilities service is forecasting an overspend of £0.766m. This is mainly due to rising costs and numbers of long term residential and nursing

### Appendix 3 – Quarter 2 Finance Report

placements. The pressure has been partially offset by additional income from client contributions.

79. The Learning Disability service is forecast to save £0.978m. There is a risk that the Reviews Programme MTFs savings will not be delivered in full, and that NHS income could reduce. There also remains a risk that the demographic growth and care price increases could exceed the budget, and these will be monitored as we move through the year.
80. The Mental Health service is forecast to overspend by £0.518m due to a growth in nursing and residential placements as well as an increase in the number of people receiving a direct payment. The placement budget was increased in recognition of the growth in placement cost over the last two years, but there remains a risk of further increases in referrals following the Covid 19 pandemic.
81. The Carers service is forecast to save £0.434m, the Advocacy service £0.188m and the Prisoners service by £0.279m, all due to lower than assumed activity. These are partially offset by additional temporary commissioning costs of £0.110m.
82. Other variances amount to a forecast saving of £1.384m. It is proposed that the total net saving of £7.756m is transferred to reserves as identified below.
83. Estimating the future demand for care is even more difficult than usual due to the impact of Covid. The frailty of the older population has increased, and more people appear to have mental health problems. Demand for assessments is up by 20% of pre-pandemic levels and despite strong demand management some of this will inevitably translate into increased numbers of people receiving care.
84. In addition, inflation has significantly increased care providers' costs and these are increasingly reflected in the prices offered to the Council. There has also been an increase in their recurrent costs because of the Covid 19 pandemic. Given these pressures, it is recommended that £5m be added to the Corporate Inflation Reserve.
85. **Adult Social Care Reform**
86. Work is ongoing to understand the estimated financial impact on the Council. The reforms pose significant financial risks to the Council and would have a

### Appendix 3 – Quarter 2 Finance Report

huge impact on other internal services, which would in turn, impact the NHS. The sector is continuing lobbying efforts to request that the Government either fully funds the reforms or delays implementation whilst learning from the trailblazers is shared and the implications fully understood.

87. Furthermore, the sector faces a huge challenge to recruit the staffing required to implement the reforms within the timeframes set out in the guidance. In an effort to mitigate the risk, it is recommended that the Council commences recruitment for the additional post immediately, rather than wait for confirmation of the additional Central Government funding, which is expected in December 2022. Recruiting at this stage (ahead of the funding announcement) poses a financial risk if the reforms are delayed and / or the funding is insufficient to meet the additional costs. The Council will mitigate this through the use of temporary staffing (where suitable) and through balancing staffing needs across the Directorate.
88. To mitigate the financial risk posed by the reforms, it is proposed that the Health & Care Risk Reserve is increased by £9.987m created by the various savings above and by using COMF to contribute to Covid related costs set out below. A significant amount of funding has been used to contribute to the 2022/23 fee uplift, recognising that the Council awarded a higher than usual uplift to support care providers with Covid related costs. The provision of reserves to lessen the risks around Adult Social Care Reform is a short term, non-recurrent measure and does not address the underlying and ongoing impact. The Council, along with other stakeholders, will continue to lobby the Government to requires that the reforms are fully funded.
89. Covid Funding
90. Contain Outbreak Management Fund (COMF) of £19.169m has been brought forward to 2022/23, and plans have been developed to utilise the funding throughout the remainder of the financial year. Grant conditions require that this must be spent on Covid related activities and there is currently no mechanism to carry forward funds into future years.
91. Proposals for expenditure are:
  - A total of £7.077m to support care providers with recurrent cost pressures arising from the pandemic. This includes personal protective

### Appendix 3 – Quarter 2 Finance Report

equipment, testing, enhanced cleaning regimes, waste disposal, increased staffing costs, higher insurance premiums, and agency staffing to cover sickness and staff who are unable to work due to Covid infection.

- Up to £2m to support the Covid and flu vaccination programmes in Staffordshire, especially to reach those groups for whom access to routine NHS services is more difficult.
- Up to £4m of funding to refurbish and redevelop the Learning Disability In-House estates in order to improve infection prevention and control and support modernisation of services
- Funding for other on-going costs estimated at £5.993m being incurred to deal with the ongoing impact of the pandemic including:
  - i. Staffing costs of £2.502m
  - ii. Public Health initiatives totalling £1.784m
  - iii. Testing costs of £1.154m
  - iv. Other services totalling £0.553m

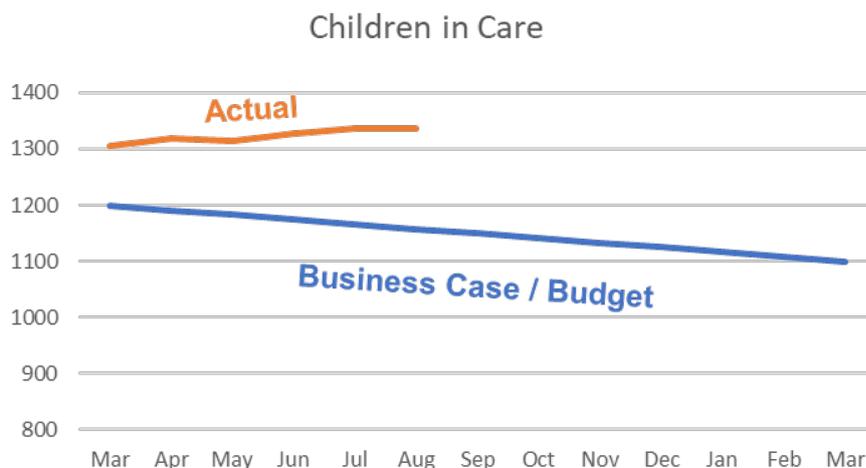
92. Cabinet is asked to note the use of the COMF in line with the grant conditions as outlined above.

93. **Children & Families** **Forecast - £5.8m overspend**

94. *Children's Services* *Forecast - £5.8m overspend*

95. The forecast position is an overspend of £5.8m across Children's Services, £2.3m higher than the position at quarter 1. The number of Children in Care (CiC) has increased from the start of the year (and from the levels assumed previously at quarter 1) and – as at mid September – currently stand at 1,337. This is significantly removed from the approved business case and underlying assumptions that make up the existing budget in the MTFs:

## Appendix 3 – Quarter 2 Finance Report



96. This is a highly complex and volatile service with costs dependant significantly on the type of placements provided; however, based on existing levels – and assuming a similar level of demand for the rest of the year – it is forecast that the CiC Placements budget and Section 17 support, exacerbated by rising costs of inflation will be £15.3m overspent. This includes allowance for some children – currently on the edge of care or where existing placements are at risk of breaking down – coming into the residential care system if no better alternative can be identified.
97. The service is taking mitigating actions to address as far as possible pressures through a CiC action plan, including, for example:
- Additional income from partners
  - Greater challenge of the number of entering and leaving children in care
  - Introduced a new 'contract framework' to reduce costs and improve value for money
  - Enhanced internal residential provision to further disrupt the market.
  - Review of the existing 'short breaks' provision and capacity
98. However, even with the above mitigations (forecast to save £2.5m), the overall forecast is for an overspend this year in Children's Services of £12.8m. There is a risk that this position will worsen given the current economic climate, or if anticipated mitigations do not come to fruition.

### Appendix 3 – Quarter 2 Finance Report

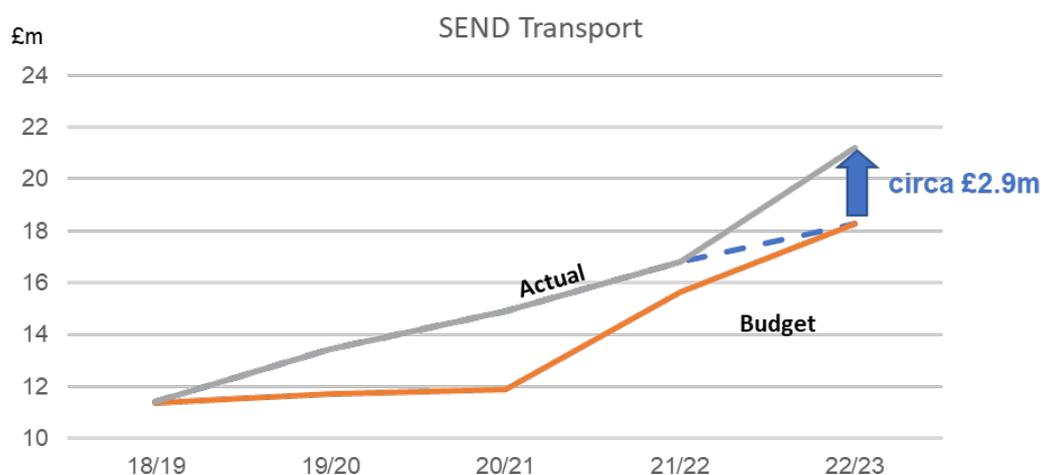
99. As previously reported an allocation of £6m has been provided from the Corporate contingency budget and further £1m earmarked from other one off Corporate resources towards the rising cost of inflation, reducing the net overall forecast overspend to £5.8m.

100. *Education Services*

*Forecast - breakeven*

101. There is a forecast overspend of £2.9m for SEND transport which in recent years has seen a significant increase in demand as a result of the rise in Education, Health and Care plans (EHCPs). Whilst this has been reflected in the MTFs with an uplift in the budget over the last two years (see below), unprecedented rises in inflation, in particular fuel, have placed additional pressures on the budget this year.

102. Given the current circumstances, a paper was brought forward earlier in the year by the Transport Commissioners Service and approved proposing an 'exceptional' in year increase to transport contracts (backdated to March 2022) of 8.5%, equivalent to £1.4m, to help mitigate the immediate pressure arising.



103. Whilst a contribution from corporate reserves in 2022/23 has been agreed for £1.4m to fund the 'exceptional' policy outlined above, this still leaves a forecast overspend of £1.5m and funding has been earmarked from other one off Corporate resources to bring this service to a breakeven position. Depending on how inflation levels develop going forward, and how transport demand changes going into the next Academic year, there is a risk that costs could increase further.

### Appendix 3 – Quarter 2 Finance Report

104. A review of SEND transport is being implemented to identify any actions that may be taken to mitigate the existing demand and costs as far as possible. However, this is a complex service and will take significant time and resources and is unlikely to have an impact in the current year.
105. *SEND High Needs Block*
106. The High Needs Block is currently anticipated to overspend by £6m and reflects continuing growing demand for SEND support. This overspend will be charged against the DSG reserve which at the end of 2021/22 was already £8.6m in deficit. Staffordshire County Council is not alone in this difficult financial predicament – this is a position shared by the majority of Councils across the sector.
107. Going forward, it is anticipated 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 within overall resources. However this will take time and will not generate the immediate savings required to address the current shortfall and further action must be taken to mitigate the existing overspend in this area. A deficit management plan is currently being worked on and will be shared with Schools Forum at its meeting in November 2022.
108. *Partnerships & Wellbeing* *Forecast - breakeven*
109. Forecast savings totalling £0.1m against Child and Adolescent Mental Health Services (CAMHS) Tier 4 contact, along with a reduction in the take up of short breaks provision, have been offset by an unbudgeted pressure against direct lettings.
110. **Economy, Infrastructure & Skills** **Forecast - £61,000 saving**
111. *Business & Enterprise* *Forecast – £36,000 saving*
112. The service is forecast to have a small saving of £36,000. Surpluses are expected in the Planning Team, Business Support and Regeneration areas which offset a forecast pressure related to the Shire Hall Enterprise Centre, which will have a reduced income in its first year of opening. These in year surpluses will also fund the forecast road adoption costs of £0.1m at the Kingswood Lakeside Development.

## Appendix 3 – Quarter 2 Finance Report

### 113. *Infrastructure & Highways*

*Forecast - Breakeven*

114. The forecast for the service is a break-even position, although there are various overspend and savings within the overall service area.
115. A £0.2m saving on vacancies in the Community Infrastructure area is offset by an income budget pressure in the Highways Lab as well as a pressure on the land charges budget within Sustainable Development. The quarter 2 position also assumed that any savings against the tree maintenance budget can be used to make a provision for tree maintenance in future years.
116. The situation around rising inflation and material supplies still remains challenging for the Highways service. Current pressures are still forecast to be in the region of £2m on the Highways revenue budget (largely on reactive maintenance) and £10m on the Highways capital programme. The effect of inflation will continue to be monitored through the usual budget monitoring process with updates in the next quarter.

### 117. *Transport, Connectivity & Waste*

*Forecast - Breakeven*

118. The Transport and Connectivity area is forecast to save £0.433m. Despite the current forecast of the inflationary pressure (along with the rising fuel costs) being funded from contingency budgets, there are additional costs in this service where terminated contracts have had to be renewed at short notice. Some of these contract renewals are coming in at one and a half times the costs of previous years. It is important to recognise that despite managing the inflationary pressure in this service the situation remains uncertain and inflation could continue to increase along with rising fuel prices which will increase the pressure on this budget.
119. It is currently forecast that this overspend will be offset by savings in the Concessionary Fares service. In October we are due to change to paying at actual patronage levels rather than pre-pandemic levels. However, forecasting for this service is still uncertain and any savings arising could be ringfenced. Future government directives could change, and the impact of the DfT Toolkit is unclear, but both will be monitored as part of the normal forecasting processes.

### Appendix 3 – Quarter 2 Finance Report

120. For Sustainability and Waste, the forecast is for a saving of £0.166m. This assumes that the £0.6m MTFS saving for Green Waste recycling credits will be achieved.
121. There is a small overspend in the Woodfuels budget area. This business unit has been impacted by increased delivery costs due to the diesel price increase and also an increase in raw material costs due to global availability of resources impacted by the war in Ukraine. This is offset by a £0.490m saving on the recycling credits budget due to a reduction in green waste tonnage following the warm summer.
122. The overall position also assumes a provision towards the required Waste to Resources (W2R) plant cost which is in response to changes in emissions legislations. This is currently expected to be in the region of £1.3m but negotiations are ongoing.
123. *Culture, Rural & Communities* *Forecast - £0.161m overspend*
124. The quarter 2 position for EI&S now includes the Culture, Rural and Communities budgets that have temporarily moved from the Families & Communities directorate. This area is currently forecast to overspend by £0.161m.
125. There is a £42,000 forecast saving for Culture and Communities due to savings in staffing structures and savings against the resources budget offset by the under-recovery of income post Covid.
126. Within the Rural service, there is a forecast overspend of £0.145m due to tribunal and legal costs, post structure set up costs and an underachievement of income, offset slightly by staffing savings.
127. The Safer Communities service forecasts an overspend of £58,000 which is partly due to increase costs within the Joint Coroners service.
128. *EI&S Business Support* *Forecast – £0.147m saving*
129. The service is forecast to save £0.147m due to savings on legacy pensions contribution and training budgets.

## Appendix 3 – Quarter 2 Finance Report

### 130. **Corporate Services** **Forecast – £0.181m Saving**

131. The service is forecast to have a small saving of £0.181m. It is likely that there will be some additional income in Registrars due to the higher number of weddings that are being booked now all Covid restrictions are lifted. This along with other savings around vacancies, have been used to offset a pressure on the annual leave purchase scheme and to make provision for continued specialist resources in People Services as well as a movement to the ICT reserve for changing software from the data centre to the Cloud. This position assumed the delivery of the £0.460m Property rationalisation MTFS saving.

### 132. **Centrally Controlled**

133. The forecast for centrally controlled services is an overspend of £0.850m within Pooled Buildings. This is on the gas energy budget as prices have continued to rise as a result of global events. It assumes that for the last six months of the year we are able to utilise a price cap similar to the domestic price cap of 10.3p/pWh which central government have just announced. This will be monitored closely through the year as more detail from central government around the price cap for public sector organisation and other businesses comes forward. The possibility of funding this overspend from one-off resources will be considered and brought before Cabinet if required. There is also a £0.480m overspend on the electricity budget as prices continued to rise in this area as well. This is being funded from the remaining pooled buildings contingency budget in 2022/23. Finance are working closely with the service to try and forecast what might happen with energy prices into 2023/24 and future years, as they are extremely volatile, and this will continue throughout this financial year. There is a breakeven position forecast on Landlords Repairs and Maintenance and Insurances.

### 134. **Nexus Trading Services Ltd**

135. Nexus, like many Adult Social Care providers, continues to face difficult trading conditions, particularly around recruitment and retention of staff. This has affected the company's ability to deliver the full volume of contracted care services and slightly impacted profitability. Work is on-going to improve the position in the second half on 2022/23.

## Appendix 3 – Quarter 2 Finance Report

### 136. **Capital Forecast**

137. Appendix 6 compares the latest capital forecast outturn of £128.8m, a decrease from the quarter 1 position of £133.2m. The key reasons for this decrease of £4.4m are set out in the following paragraphs.

### 138. **Health and Care** **Forecast spend £2.262m**

139. There has been no change in the forecast spend since the quarter 1 report. Work on market position statements and demand analysis nursing care continues. The Hawthorne House redevelopment / refurbishment has been reprofiled across 2023/24 and 2025/26 in line with the latest spend forecasts.

### 140. **Children and Families** **Forecast spend £37.315m**

#### 141. *Maintained Schools* *Forecast Spend £36.355m*

142. There has been a decrease of £7.613m since the quarter 1 report, which is the result of rephasing of Basic Need budgets of £1.114m in line with anticipated timelines of potential projects, as well as the decision to utilise Section 106 funding of £12m. In addition, there have been new developer contributions of £2.349m, Decarbonisation grant of £0.8m, and £1.184m of unallocated budgets which is being used to fund several projects.

143. There has also been the introduction of Carbon Reduction Projects at various sites totalling £0.914m which is funded by a combination of Schools Capital Allocation and School contributions, and budget refinements within Special Programmes and Maintenance and Replacements of £0.253m.

144. Inflationary pressures on building materials are expected to increase costs on the programme, and these will be monitored closely in the next quarter.

### 145. **Economy, Infrastructure and Skills** **Forecast spend £82.985m**

#### 146. *Economic Planning & Future Prosperity* *Forecast spend £5.257m*

147. There has been a reduction of £1.741m since the quarter 1 report, which is due to refinements on a number of projects totalling £67,000, removal of Pye Green

### Appendix 3 – Quarter 2 Finance Report

Part 1 claim of £0.3m, reduction of the risk and contingency budgets for i54 Western Extension of £0.470m and rephasing of Chatterley Valley into 2023/24 totalling £1.350m.

148. There have been increases in forecast spend for Kingswood Lakes of £77,000, i54 Employment site of £0.255m and the introduction of the new Knutton Enterprise Centre project of £90,000.
149. *Highways Schemes* *Forecast spend £72.484m*
150. There has been an increase of £4.840m since the quarter 1 report. There have been budget refinements for the SWAR project of £0.828m, Bridges of £0.274m, Carriageway Maintenance of £0.649m, and Integrated Transport of £0.438m. Minor Capital Maintenance now includes provision for inflationary pressures of £2.651m.
151. **Property, Finance and Resources & ICT** **Forecast spend £6.236m**
152. There has been a small increase of £0.142m since the quarter 1 report due to additional One Public Estate funding to support various property works across the County.
153. **Financial Health**
154. Appendix 7 provides a forecast outturn performance against the key Financial Health Indicators approved as part of the 2022/23 budget setting process.
155. There have been 97.8% of invoices paid within 30 days of receiving them at the end of July, exceeding the financial health indicator target. This position also reflects early payments to suppliers to help them with cashflow during the pandemic.
156. The estimated level of outstanding sundry debt over 6 months old is £17.214m, this is over the target of £14.7m by £2.514m. This is a decrease of £1.270m since the quarter 1 report. The debt recovery process involves chasing by a range of methods with the eventual escalation to the external collection agent or to Legal for the possibility of a court decision to recover the debt.
157. The level of CCG health debt over 6 months old is now £1.1m, £2.8m below the target figure.

## Appendix 3 – Quarter 2 Finance Report

158. Client debt now stands at £10.239m and could potentially increase as a consequence of the pandemic. A working group has been established to look at why clients are not paying debts and to implement ways to avoid clients getting into debt in the first instance, this includes an initiative to encourage and assist clients with setting up direct debit instructions.

Debtor Type	2022/23 Target	30/06/2022	30/09/2022 Est	Increase / (Decrease)
	£m	£m	£m	£m
Health Bodies & CCGs	3.900	2.080	1.100	<b>(0.980)</b>
Other Govt. and Public Bodies	2.000	1.592	1.590	<b>(0.002)</b>
Other General Debtors (Individuals & Commercial)	4.700	4.974	4.285	<b>(0.689)</b>
Health & Care Client Debt	4.100	9.838	10.239	<b>0.401</b>
<b>TOTAL</b>	<b>14.700</b>	<b>18.484</b>	<b>17.214</b>	<b>(1.270)</b>

159. The working group has made progress on reducing debt under 12 months old and this is now also progressing on debt aged between 1 and 2 years. The number of clients waiting more than 12 months for a review has now reduced significantly from the peak, however the net to gross initiative has resulted in over 1,140 more accounts being created.

### 160. Prudential Indicators

161. Appendix 8 provides a forecast outturn performance against the Prudential Indicators approved as part of the 2022/23 budget setting process.
162. The County Council operated within the limits and Prudential Indicators for Treasury Management as set out in the County Council's Treasury Management practices, except for the indicator relating to variable interest rates. This indicator is calculated based on the highest expected cash balance in year, but this was surpassed towards the end of last financial year when forward funding was received.

### **Appendix 3 – Quarter 2 Finance Report**

163. Given the current volatile economic situation, these indicators are being monitored even more closely than usual. At the time of writing it is considered that the Treasury Management Strategy does not need amending but this will be subject to regular monitoring and any changes will be reported to Cabinet as part of the Half Year Treasury Management report.



## Appendix 4 – Corporate Checklist

### **Equalities implications:**

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

### **Legal implications:**

There are no legal implications arising from this report.

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

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

### **Risk implications:**

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

### **Climate Change implications:**

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

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

Not required for this report.

### **Report authors:**

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



## Revenue Forecast Outturn 2022/23

	Revised Budget Qtr 2 £m	Forecast Outturn £m	Variance £m	Use of one- off funding £m	Total Variation £m
<b>Health and Care</b>					
Public Health & Prevention	0.263	0.263	0.000	0.000	0.000
Adult Social Care & Safeguarding	40.421	40.421	0.000	0.000	0.000
Care Commissioning	202.848	202.848	0.000	0.000	0.000
Specific Grant Allocation (Public Health)	(0.263)	(0.263)	0.000	0.000	0.000
<b>Health and Care Total</b>	<b>243.269</b>	<b>243.269</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>Children and Families</b>					
Children's Services	119.953	126.753	6.800	(1.000)	5.800
Children's Public Health	0.000	0.000	0.000	0.000	0.000
Education Services	32.096	33.596	1.500	(1.500)	0.000
Wellbeing & Partnerships	6.117	6.117	0.000	0.000	0.000
<b>Children and Families Total</b>	<b>158.166</b>	<b>166.466</b>	<b>8.300</b>	<b>(2.500)</b>	<b>5.800</b>
<b>Economy, Infrastructure and Skills</b>					
Business & Enterprise	1.979	1.943	(0.036)	0.000	(0.036)
Infrastructure & Highways	33.088	35.088	2.000	(2.000)	0.000
Transport, Connectivity & Waste	42.963	42.963	0.000	0.000	0.000
Skills	2.886	2.847	(0.039)	0.000	(0.039)
Culture, Rural & Communities	12.091	12.252	0.161	0.000	0.161
El&S Business Support	1.146	0.999	(0.147)	0.000	(0.147)
<b>Economy, Infrastructure and Skills Total</b>	<b>94.153</b>	<b>96.092</b>	<b>1.939</b>	<b>(2.000)</b>	<b>(0.061)</b>
Corporate Services	44.263	44.082	(0.181)	0.000	(0.181)
<b>Corporate Services Total</b>	<b>44.263</b>	<b>44.082</b>	<b>(0.181)</b>	<b>0.000</b>	<b>(0.181)</b>
<b>Traded Services</b>	<b>(0.955)</b>	<b>(0.955)</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>TOTAL PORTFOLIO BUDGETS</b>	<b>538.896</b>	<b>548.954</b>	<b>10.058</b>	<b>(4.500)</b>	<b>5.558</b>
<b>Centrally Controlled Items</b>					
Interest on Balances & Debt Charges	29.077	29.077	0.000	0.000	0.000
Pooled Buildings and Insurances	17.422	18.272	0.850	0.000	0.850
Investment Fund	1.164	1.164	0.000	0.000	0.000
Contingency	4.000	4.000	0.000	0.000	0.000
Inflation reserve (one-off funding)	0.000	0.000	0.000	4.500	0.000
<b>TOTAL FORECAST (SAVING)/OVERSPEND</b>	<b>590.559</b>	<b>601.467</b>	<b>10.908</b>	<b>0.000</b>	<b>6.408</b>



**CAPITAL PROGRAMME 2022/23**

	<b>1st Quarter Budget</b>	<b>Enhancements to Programme</b>	<b>2nd Quarter Budget</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Health and Care</b>			
Care and Independence	2.262	0.000	2.262
<b>Health and Care Total</b>	<b>2.262</b>	<b>0.000</b>	<b>2.262</b>
<b>Children and Families</b>			
Maintained Schools	43.968	(7.613)	36.355
Vulnerable Children's Projects	0.960	0.000	0.960
<b>Children and Families Total</b>	<b>44.928</b>	<b>(7.613)</b>	<b>37.315</b>
<b>Economy, Infrastructure and Skills</b>			
Economic Planning & Future Prosperity	7.040	(1.783)	5.257
Highways Schemes	67.644	4.840	72.484
Connectivity	1.087	0.000	1.087
Rural County (Countryside)	0.387	(0.082)	0.305
Tourism and Culture	3.293	0.000	3.293
Waste & Sustainability Projects	0.478	0.081	0.559
<b>Economy, Infrastructure and Skills Total</b>	<b>79.929</b>	<b>3.056</b>	<b>82.985</b>
Trading Services - County Fleet Care	0.460	0.000	0.460
Finance, Resources & ICT	0.565	0.000	0.565
Property	5.069	0.142	5.211
<b>Total</b>	<b>133.213</b>	<b>(4.415)</b>	<b>128.798</b>



Financial Health Indicators 2022/23

Appendix 7

Indicator		Current Performance
<u>Debtors</u> Level of outstanding general debtors more than 6 months old does not exceed £14.7m (Current Performance – £17.2m)		
<u>Payments to suppliers</u> At least 90% of invoices have been paid within 30 days of us receiving them during the last quarter (Current Performance – 97.8%)		
<u>Monitoring</u> Quarterly financial monitoring reports have been issued to Cabinet during the last 12 months  The council's most recent revenue outturn forecast did not vary by more than +/-2% when compared to the overall revenue budget  Quarterly monitoring reports of progress against MTFS savings have been produced for the Senior Leadership Team during the last 12 months		    
 Indicator not met	 Indicator not met by small margin	 Indicator met



## Prudential Indicators 2022/23

Indicator	Estimate 2022/23	Q1 Estimate 2022/23
	£m	£m
External Debt – Authorised Limit for borrowing	662	459
External Debt – Authorised Limit for other liabilities	258	226
<i>Total</i>	<i>920</i>	<i>685</i>
External Debt – Operational Boundary for borrowing	515	459
External Debt – Operational Boundary for other liabilities	258	226
<i>Total</i>	<i>773</i>	<i>685</i>
External Debt - Loans	721.6	429
Interest Rate Exposures – Upper Limit (Fixed)	543	429
Interest Rate Exposures – Upper Limit (Variable)	(316)	(405)
Upper limit for total principal sums invested for longer than a year	195	30
Estimate of Capital Expenditure	106	129
Estimate of Capital Financing Requirement (CFR)	575.2	568.9
Gross Debt – External Loans (Should remain below CFR, except in the short term)	459	459
Proportion of financing costs to net revenue stream – Financing Costs	38.9	38.0
Proportion of financing costs to net revenue stream – Proportion of Net Revenue Stream - %	6.7%	6.5%



## **Corporate Overview and Scrutiny Committee - Tuesday 25 October 2022**

### **Entrust – Review of Changes**

#### **Recommendations**

I recommend that the Committee:

- a. Note the decisions by cabinet in relation to the overall arrangements with Entrust
- b. Note the scope of services and contractual arrangements to apply from April 2023
- c. Make any recommendations regarding any future monitoring of the contractual arrangements.

#### **Local Member Interest:**

N/A

### **Report of Mark Deaville and Director for Corporate Services**

#### **Summary**

The committee is asked to note the variation to the Service Delivery Agreement (SDA) with Entrust and the future contractual arrangements.

#### **Report**

##### **Background**

1. Entrust was established in 2013 in a joint venture agreement with Capita. The objectives of the arrangement, as outlined in the council's procurement exercise were
  - a. Delivery by the JV of a business that creates a sustainable, scalable organisation which is fit for purpose now and in the longer term
  - b. Delivery by the JV of a business that is a genuine collaboration in which the resources and experiences of both JV participants contribute to create a greater whole

- c. Delivery by the JV of a business that develops long term economic prosperity for Staffordshire and provides opportunities to develop skills in the existing and future Staffordshire workforce
  - d. Delivery by the JV of a business that delivers high quality products and services directly to SCC and other customers, including educational providers
  - e. Delivery by the JV of a business that maintains and improves education outcomes
2. The resultant arrangement was the creation of the Entrust limited company with 51% Capita ownership and 49% Staffordshire County Council.
3. The arrangement created initial benefits for the council
  - a. A £32m capital payment
  - b. Removal of risk around direct delivery of services to schools which was increasing as a consequence of the academisation process
4. The benefits to Capita were
  - a. A 9.5% management fee on cost of sales
  - b. The opportunity to utilise the existing circa £3m contribution previously received by the council to invest in service growth.
5. Joint benefit to shareholders were projected to be significant if optimistic growth forecasts were realised.
6. The reality was somewhat different to expectations. Significant out of county growth has not materialised and public sector spending has been challenged over the period. Turnover has declined over the first 9 years from circa £83m pa to £50m for the year to December 2021.
7. A significant proportion of the turnover relates to the delivery of services to the Council, as opposed to directly to schools. The SDA was £24m at inception but currently stands at £10m. This reduction has come about by a combination of academisation, specific funding reductions and MTFS savings.
8. The SDA has been a time consuming and challenging contract to manage. Entrust has been protective of the revenue stream as it is significantly more profitable than services to other clients – mainly schools. Where significant reductions have taken place, the council has met the majority of the cost of change which has been redundancies.

9. The savings have been delivered by a range of actions, from reduction in staff, transfer of service to academies and simple efficiencies and rationalisation of processes and activities.
10. The individual service lines and the changes in contract value and funding source is shown in Appendix 1.

### **Break Option Review**

11. The SDA is a twenty-year contract, initially it was a fixed cost contract based around the budgets of the services immediately prior to creation of Entrust. The contract provides a break option for the council after 10 years, in April 2023.
12. Officers undertook a review in order for the council to make a decision on whether to exercise the break option.
13. The review comprised two main parts, governance of Entrust and the overall partnership and the Service Delivery Agreement. This report concentrates on the SDA aspects.
14. The various commissioners views on the future delivery mechanism of their services are shown in Appendix 1.
15. The full details of the deliberations are included in the cabinet report of 16<sup>th</sup> February 2022. In summary, a satisfactory arrangement could not be reached in relation to changes to both the individual services and the operation of Entrust in terms of decision making and financial rewards.
16. Cabinet therefore decided to exercise the break option on the SDA.

### **Individual Services Review**

17. Part of implementing the cabinet decision was to review and implement alternative service delivery arrangements.
18. Early Years and Skills & Employability were identified in the cabinet report to be returned to operation in house.
19. There were however a number of services that have a significant connection with services to schools as well as back-office services that provide economies of scale for SCC.
20. On 15<sup>th</sup> June cabinet therefore decided to not break the SDA but instead to negotiate a variation to the agreement to continue some services on more typical commercial contract terms.

21. These services are

a. **Education Improvement** services are Dedicated Schools Grant funded and subject to schools forum sign off. They are school facing and reduce with academisation.

i.	Behaviour, Health, and Wellbeing	£201k pa
ii.	Minority Ethnic Achievement Service	£148k pa
iii.	Curriculum Development and Support	£176k pa
iv.	Governor Services	£33k pa

b. **Corporate Services** are

i.	HR Academy conversions	PAYG
ii.	Financial Services	£40k
iii.	SLA Online	nil
iv.	Finance System (Integra)	£160k
v.	Staffordshire Learning Technologies	£50k

c. **Catering Cleaning and Grounds** is a wholly subcontracted service by Entrust to Compass group. The majority of the work is for schools and SCC benefits from economies of scale via joint arrangements.

i.	<b>Cleaning</b>	£1,854k pa
ii.	<b>Catering</b>	£65k pa
iii.	<b>Grounds</b>	£128k pa

d. **Property Services** is the largest area of Entrusts business. It is made up of two main elements

i. **Major Design** Circa £1.5m pa although can fluctuate significantly.

The SCC element is new schools and school expansion predominantly with some corporate project work. The work is fee based related to the value of the project, the same fees are proposed, and these compare reasonably with other authorities.

ii. **Maintenance** Circa £3m pa for corporate and maintained schools

22. There are also the following **Back Office Services** we would wish to continue

a.	Health and Safety	Circa £900k
b.	Information Governance	Circa £50k
c.	Financial Services	Circa £50k

23. These are services sold to schools by Entrust but delivered on basically a sub-contract basis by SCC. SCC benefits as it covers costs but gives us economies of scale and resilience for our needs.

### **Payment Arrangements**

24. The payment arrangements have changed from an annual fixed charge with a true-up at the end of the year based on some variable items.

25. The new mechanisms are based on agreed service prices or fee percentages for property work.

26. This is except for education improvement which is funded wholly by delegated schools grant as a lump sum with volumes of service specified.

### **Contract Management**

27. The contract management arrangements are expected to continue largely as per the existing arrangements. Briefly they comprise

- a. Strategic Partnership Group, comprising senior leadership team members from each organisation, meeting twice yearly.
- b. Joint contracts Group, comprising commercial and contract management representatives from each organisation, meeting monthly.
- c. Service Governance Groups, comprising service and delivery managers, meeting monthly or quarterly.

### **Performance Management**

28. The specifications have been continually improved and updated over the life of the SDA. However, they have been further updated for this variation along with the performance indicators.

29. An example of the new indicators for the curriculum and support service area is included in Appendix 2.

30. The council has the freedom to use other suppliers if Entrust doesn't perform as a competent professional provider and in accordance with good industry practice.

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

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

Cabinet Report – Entrust Service Delivery Agreement - 16 February 2022  
– Part 2

Cabinet Report - Entrust Service Delivery Agreement - 15 June 2022 – Part  
2

Appendix 1 – Current and Historical SDA Expenditure

Appendix 2 – Curriculum Development and Support Performance Indicators

## **Contact Details**

**Assistant Director:** Ian Turner – Assistant Director for Commercial and  
Assets

**Report Author:** Ian Turner  
**Job Title:** Assistant Director for Commercial and Assets  
**Telephone No.:** 01785 277228  
**E-Mail Address:** [ian.turner@staffordshire.gov.uk](mailto:ian.turner@staffordshire.gov.uk)

## SDA Service Area Cost Changes

Service Line	Original SDA (pa)	Latest Price (pa)	Funding Source	Intentions
Early Years	£2,736,515	£1,413,517	DSG - Early Years Block	Bring in house
Behaviour, Health and Wellbeing	£687,244	£217,518	DSG De-Delegated, reduces with Academisation	Continue SDA
Curriculum Development and Support	£659,050	£173,742	Central Expenditure	Bring in house
Minority Ethnic Achievement Service (MEAS)	£338,079	£159,788	DSG De-Delegated, reduces with Academisation	Continue SDA
Governor Services	£152,976	£34,582	Central Expenditure	Bring in house
HR Academy conversions	£0	£70,350	SCC Revenue	Continue SDA
Financial Services	£0	£0	N/A	Continue SDA
SLA Online	£0	£0	N/A	Continue SDA
*NEW* Finance Services - Integra	£0	£154,347	SCC Revenue	Continue SDA
Information, Advice and Guidance	£2,731,148	£1,551,661	Education SCC - non DSG	Bring in house
Staffordshire Learning Technologies	£662,167	£147,344	SCC Revenue	Continue SDA
Cleaning	£2,691,864	£1,756,082	SCC Revenue	Re-Procure
Catering	£849,579	£61,396	SCC Revenue	Re-Procure
Grounds	£348,820	£120,741	SCC Revenue	Re-Procure
Property	£4,350,616	£4,105,460	£339k-Central Expenditure (CERA), £2,995k - SCC Capital / CMT various funding streams, £1,551k SCC Revenue	Continue SDA Re-spec, amend & re-negotiate, bring elements in house
Duke of Edinburgh Awards Scheme	£0	£9,445	SCC Revenue	Ends 31/08/21
School Intervention & Support	£900,000	£0	N/A	PAYG required
SEN Advisory	£307,950	£0	N/A	Traded offer to schools required
Education Inclusion Partnership (EIP)	£418,574	£0	N/A	Already in house
Elective Home Education (EHE)	£97,301	£0	N/A	Already in house, PAYG required
Special Education Needs Support Service (SENSS)	£3,012,644	£0	N/A	PAYG required
LDA (Learning development)	£1,737,553	£0	N/A	
SPA (Staffs Performing Arts)	£1,175,192	£0	N/A	

£23,857,272 £9,975,973



## PERFORMANCE MANAGEMENT & MONITORING FRAMEWORK

Ref No.	Key Performance Indicators (KPIs):	Target:	KPI Methodology:	Reported by / frequency:
CDS 1	Customer Schools moderated for key stage 1	25%	The number of Customer Schools moderated for key stage 1 <b>as a percentage of</b> the total number of Customer Schools delivering key stage 1	<p>Reported as part of the Curriculum Development &amp; Support monthly performance report</p> <p>KPI to be reported on within <b>July</b> report</p> <p><b>Additional appendix to, or reported within, the monthly report for July:</b></p> <ul style="list-style-type: none"> <li>- A list of schools that have been moderated / monitored with RAG ratings including the reasons for individual school RAG ratings.</li> <li>- Schools RAG rated as red to be discussed at the August governance meeting</li> <li>- Spreadsheet indicating the frequency of the moderation of Customer Schools over a 4 year period</li> </ul>
CDS 2	Customer Schools moderated for Key Stage 1 receive a report from the JVCo	100%	The number of Customer Schools that have been moderated for key stage 1 and have received a report, <b>as a percentage of</b> the total number of	Reported as part of the Curriculum Development & Support monthly performance report

			Customer Schools that have been moderated for key stage 1	KPI to be reported on monthly ( <i>where relevant</i> ) ( <i>moderation takes place in May &amp; June</i> )
CDS 3	Customer Schools moderated for key stage 2 writing	25%	The number of Customer Schools moderated for key stage 2 writing <b>as a percentage of</b> the total number of Customer Schools delivering key stage 2	Reported as part of the Curriculum Development & Support monthly performance report  KPI to be reported within the July report  Additional appendix to, or reported within, the monthly report for July: - A list of schools that have been moderated / monitored with RAG ratings including the reasons for individual school RAG ratings. - Schools RAG rated as red to be discussed at the August governance meeting - Spreadsheet indicating the frequency of the moderation of Customer Schools over a 4-year period
CDS 4	Customer Schools moderated for key stage 2 writing receive a report from the JVCo	100%	The number of Customer Schools moderated for key stage 2 writing and receive a report from the JVCo <b>as a percentage of</b> the total number of	Reported as part of the Curriculum Development & Support monthly performance report

			Customer Schools moderated for key stage 2 writing.	KPI to be reported on monthly ( <i>where relevant</i> ) ( <i>moderation takes place in May &amp; June</i> )
CDS 5	KS2 security – Customer Schools receive a monitoring visit before, during or after test periods	10%	The number of Customer Schools that have received a monitoring visit before, during or after test periods, <b>as a percentage of</b> the total number of Customer Schools delivering key stage 2	Reported as part of the Curriculum Development & Support monthly performance report  KPI to be reported on monthly ( <i>where relevant</i> )  <b>Additional appendix to, or reported within, the monthly report/s for May / June:</b> - A list of schools that have received the monitoring visit
CDS 6	Customer Schools monitored for year 1 & 2 phonics	10%	The number of Customer Schools that have received a monitoring visit before, during or after test periods, <b>as a percentage of</b> the total number of Customer Schools delivering key stage 1	Reported as part of the Curriculum Development & Support monthly performance report  KPI to be reported on monthly ( <i>where relevant</i> )  Additional appendix to, or reported within, the monthly report/s for May / June: - A list of schools that have received the monitoring visit
CDS 7	KS2 security – breaches notified to	100%	The number of security breaches	Reported as part of the Curriculum

	the Customer once known.		notified to the Customer as soon as known, <b>as a percentage of</b> the total number of security breaches that should have been reported to the Customer as soon as known	Development & Support monthly performance report  KPI to be reported on monthly ( <i>where relevant</i> )  <b>Additional appendix to, or reported within, the monthly report/s for May / June:</b> - Number / details of breaches
CDS 8	Health and safety science – dangerous incidents reported to the Customer’s health & safety team within 24 hours	100%	The number of dangerous incidents reported to the Customer’s health & safety team within 24 hours, <b>as a percentage of</b> the total number of dangerous incidents that should have been reported to the Customer’s health & safety team within 24 hours	Reported as part of the Curriculum Development & Support monthly performance report  KPI to be reported on monthly ( <i>where relevant</i> )  <b>Additional appendix to or included within the monthly report (<i>where relevant</i>):</b> - Information of any dangerous incidents that have been reported to the Customer’s health & safety team (including dates etc.)
CDS 9	Customer Schools receive *CLEAPSS update from the JVCo <i>*(this is dependant on the Customer maintaining subscription for Consortium of Local</i>	100%	The number of Customer Schools that have received CLEAPSS updates from the JVCo, <b>as a percentage of</b> the total number of Customer Schools	Reported as part of the Curriculum Development & Support monthly performance report

	<i>Education Authorities for the Provision of Science Services)</i>			<p>KPI to be reported on monthly (where relevant)</p> <p><b>Additional appendix to, or reported within, the monthly report (where relevant):</b></p> <ul style="list-style-type: none"> <li>- Information regarding CLEAPPS updates to Customer Schools from the JVCo</li> </ul>
CDS 10	<p>*Customer Schools receive annual SACRE (Standing Advisory Council for Religious Education) report from the JVCo</p> <p>(*excluding church aided schools)</p>	100%	<p>The total number of Customer Schools that have received the annual SACRE report from the JVCo, <b>as a percentage of</b> all Customer Schools</p>	<p>Reported as part of the Curriculum Development &amp; Support monthly performance report</p> <p>KPI to be reported on an annual basis.</p> <p><b>Additional appendices to the monthly report:</b></p> <ul style="list-style-type: none"> <li>- A copy of the draft report being approved by the SACRE committee prior to being disseminated to Customer Schools (November / December)</li> <li>- A copy of the final annual SACRE report (January)</li> </ul>
<p><b>Details regarding any targets not met – including reasons and proposed resolutions – to be detailed within the mitigations table within the monthly narrative report.</b></p>				
<p><b>Miscellaneous:</b></p>				

Description:	Reported by / frequency:
Provide a written update of all formal complaints received outlining the numbers of complaints (cumulative from 1st April to the 31st March), the reason for the complaints and the actions taken to resolve them.	Reported within the monthly Curriculum Development & Support service monthly performance report ( <i>where relevant</i> )
Provide each Contract Year a spreadsheet indicating the Staffordshire community & voluntary controlled deemed secondary schools monitored by the JVCos radiation protection officer (RPO) during the Contract Year and the frequency of the JVCos radiation protection officer (RPO) monitoring of Staffordshire community & voluntary controlled deemed secondary schools over a 3-year period	Reported within the March Curriculum Development & Support service performance report

## **Corporate Overview and Scrutiny Committee - Tuesday 25 October 2022**

### **Climate Change Annual Report (2022) and Draft Climate Change Action Plan, revision 2 (November 2022)**

#### **Recommendations**

I recommend that the Committee:

- a. Review the Climate Change Annual Report (2021/22), note the progress that has been made and make recommendations which can be considered for next year's climate change annual report.
- b. Review the draft Climate Change Action Plan, revision 2 (November 2022) (CCAP) and make suggestions for any required amendments prior to formal Cabinet approval in November 2022.

### **Report of Cllr Simon Tagg, Cabinet Member for Environment, Infrastructure and Climate Change**

#### **Summary**

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

1. This report provides Corporate Overview and Scrutiny Committee Members with an update on progress with one of the core priorities in our Strategic Plan namely 'Tackle climate change, enhance our environment, and make Staffordshire more sustainable'.
2. The report references two key documents; our annual Climate Change progress (as required by the approved Climate Change Strategic Development Framework) and the draft Climate Change Action Plan, revision 2 (November 2022).
3. It is intended that an annual report will be produced and submitted to the Corporate Overview and Scrutiny Committee each year so that progress on our commitment to become net carbon zero by 2050 can be tracked. The 2021/22 report is the second to be produced since the Council declared a climate change emergency in July 2019 and Committee Members are asked for comments on how the report can be improved in subsequent years.

4. Climate Change Action Plan, revision 2 (November 2022) follows on from CCAP 1 which was approved and launched in autumn 2020. The revised CCAP is currently in draft and will be formally approved by Cabinet in November 2022. Committee Members are asked to help shape the final document before it is approved although it should be noted that it is subject to an annual review to ensure that it stays relevant to changes in technology and events.

## **Report**

### **Background**

5. The County Council has championed the climate change agenda for many years and our previous carbon reduction strategy, Green Shoots, published in 2011 built on previous commitments to this agenda.
6. With the setting of new legislation in May 2019 the UK became the first major economy to pass a law requiring the UK to bring all greenhouse gas emissions to net-zero by 2050. This means that the country needs to remove as much carbon from the atmosphere as it emits.
7. Following the publication of the new legislation the County Council committed itself to this agenda by declaring a climate change emergency and setting up an all-party group to review progress made to date and suggest initial ideas to reduce the County Council's CO2 emissions further. This work resulted in the publication of a Climate Change Action Plan 1 (CCAP 1) in November 2020, followed by the revision CCAP 2 in October 2021.
8. Strong progress is being made on the 33 specific actions contained in CCAP 2 and it should be noted that some actions have a timeframe of more than one year.
9. Additional resources were secured during 2021 to develop and promote internal and external communications on the climate change agenda, focused activity has linked in with regional and national events along with the development of our brand "Sustainable Staffordshire".
10. An internal project group, with officer representatives from all appropriate teams, has been meeting regularly since December 2020 and this group was used to develop the initial Climate Change Action Plan (CCAP). CCAP is envisaged to be a plan which will be current until 2025, although it will be reviewed yearly, by the officer group, to ensure that it continues to be fit for purpose. There is now a need to ensure that there is appropriate member input before finalising the document.

11. Work has also been taking place with the District and Borough Councils to see how efforts across the Staffordshire local authority network can be better co-ordinated to maximum impact.
12. This resulted in the formation of the Staffordshire Sustainability Board in January 2022, with an 'all Staffordshire Council' pledge being formally approved by the respective cabinets throughout the County during June and July 2022.

### **Annual Climate Change Report**

13. The annual climate change report is attached as Appendix 1.
14. The report notes a significant reduction in carbon emissions of c.5,282 tCo2e from 2019/20 to 2020/21, a reduction of some 15%.
15. The report provides an indication of the carbon emissions by area of operation following an audit of the 2020/21 data. The format is consistent with the refresh of the 2018/19 carbon baseline carried out for Climate Change Strategic Development Framework.
16. The report also provides an overview of achievements around the five core themes contained in the Climate Change Strategic Development Framework which link to the actions in CCAP 2.
17. The report provides details on the Climate Change Member Fund that continued community engagement last year. As set out in the report, 102 grants were awarded totalling £52,930 of grant funding being distributed through the County.
18. Information on the distribution of the awards by district/borough areas in 2020/21 is provided below:
  - a. CCDC Area £7410
  - b. ESBC Area £8539
  - c. LDC Area £5875
  - d. NULBC Area £9200
  - e. SSDC Area £8194
  - f. SBC Area £6816
  - g. SMDC Area £5000
  - h. TBC Area £1896
19. Committee Members are asked to review the annual report (attached as Appendix 1) and consider what improvements can be made to the reporting format in future years.

## **Draft Climate Change Action Plan, revision 2 (November 2022)**

20. The draft CCAP, revision 2 is attached as Appendix 2 and as explained in paragraph 10 above this is intended to be a plan which will be current until 2025.
21. The revised CCAP has been developed with input from officers of an internal officer group as well as oversight from the Cabinet Member for Environment, Infrastructure and Climate Change.
22. As mentioned in paragraph 8 above, several actions in the initial CCAP have a timescale greater than 1 year. Where appropriate a few CCAP 2 actions have been continued into this CCAP, revision 2.
23. Committee Members are asked to review the information in the Climate Change Action Plan (attached as Appendix 2) and suggest amendments prior to formal approval by Cabinet in November 2022. It should be noted that the action plan will be subject to an annual review to ensure that it remains fit for purpose.

### **Summary**

24. Positive progress has been made on the Climate Change agenda since last Autumn.
25. The 2022 Annual Report outlines the main achievements made and records a significant reduction in the Council's carbon emissions from 2019/20 to 2020/21.
26. It is intended to formally approve the CCAP, revision 2 in November 2022 once any recommendations made by the Corporate Overview and Scrutiny Committee have been carefully considered.

### **Link to Strategic Plan**

27. The information in this report has a direct link to the Council's Strategic Plan as Climate Change is one of the five priorities which help shape all that we do.
28. The annual report will help us track our progress on this important agenda and the actions contained in the CCAP will ensure that all relevant areas of the Council are able to contribute to the target of becoming net carbon zero by 2050.

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

29. As climate change runs through all of the Council's operations and activities this is a matter that is likely to be of increasing interest to all overview and scrutiny committees going forward.

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

Appendix 1 – Climate Change Annual Report (2022)

Appendix 2 – Draft Climate Change Action Plan, revision 2

### **Contact Details**

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

**Report Author:** James Cartwright

**Job Title:** Sustainability Manager

**Telephone No.:** 01785 277253

**E-Mail Address:** [james.cartwright@staffordshire.gov.uk](mailto:james.cartwright@staffordshire.gov.uk)



# Climate Change

Annual Report 2021/22



# Climate Change

Annual Report 2021/22

# Foreword

**To prevent damage to our ecosystems and infrastructure and to keep global warming within critical limits, we need to take urgent action to combat climate change.**

Glasgow hosted COP26 in October 2021 which really helped to increase the profile of climate change on both a national and international scale.

In 2019, Staffordshire County Council declared a climate change emergency, and made a commitment to be Net Zero by 2050.

This is our second climate change annual report and I am pleased to say our carbon emissions have reduced by 43% since declaring our climate change emergency. The impacts of Covid 19 have delayed the delivery timescales for some projects. However, in spite of this we have still managed to successfully deliver projects that have encouraged active travel, improved the energy efficiency of our schools and our corporate estate as well as planting more trees to capture carbon and clean our air.

Each year, we monitor our carbon emissions, and we regularly review our plans to identify where carbon reductions can be made.

I am encouraged to see so much interest and action being taken at a local level. We've laid strong foundations in the fight against climate change, and the momentum is building. There are still many significant challenges ahead, but I'm optimistic that we are in a good position to reach our goal.

As well as looking internally, this year has seen the formation of the Staffordshire Sustainability Board. Working with our District and Borough Council partners we are looking beyond the immediate responsibilities of the councils to see how we can influence the reduction of Staffordshire's wider carbon emissions through the work of the Board.

**Simon Tagg**

**Staffordshire County Council**  
Cabinet Member for Environment,  
Infrastructure and Climate Change

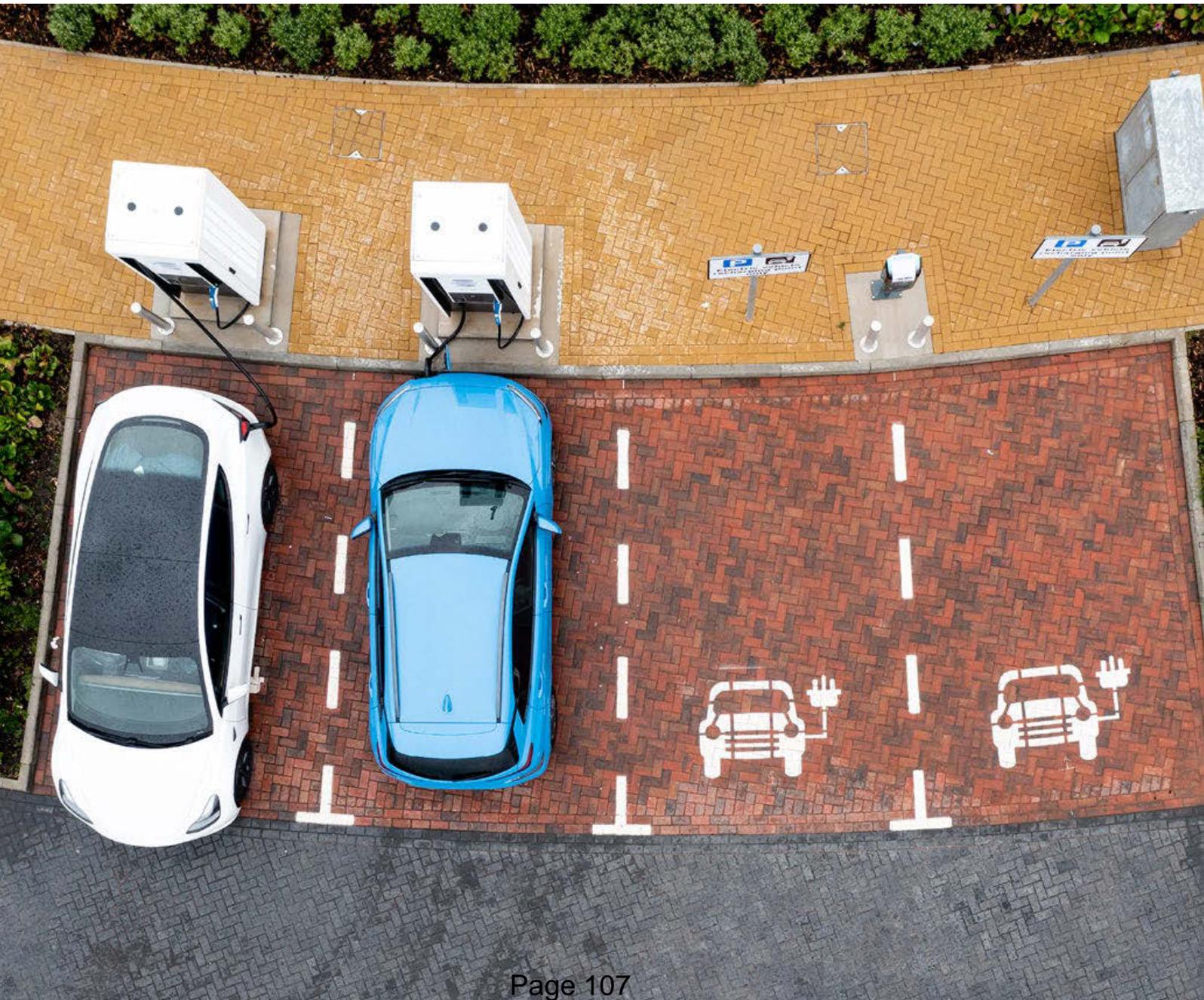


# Introduction

This report provides a summary of the councils carbon emissions for 2020/21, reviews our achievements during 2021/22 and highlights some of our challenges and plans for future years.

In 2021, we reviewed our Climate Change Action Plan, and released an updated and ambitious five year plan. This Plan will be refreshed each year to make sure we remain on target to reach net

zero carbon emissions by 2050. The initial years of the Plan place significant focus on gathering and evaluating data to make sure we make the best use of public resources when implementing carbon reduction initiatives. It is recognised there is an urgency to take action and steps are being put in place for rolling out projects. This will not have an immediate significant impact, but lays the foundations for us to make the changes needed.



# SCC Emissions

The carbon footprint contains information of our energy, fuel and transport emissions for buildings and assets within the council's reporting boundary. The methodology for calculating the Council's carbon footprint is outlined in Appendix 2. The emissions presented in this report represent the financial year 2020/21.

Total emissions for 2020/21 were 29,068 tonnes CO<sub>2</sub>e representing a reduction of 23% from the previous year and 43% drop since declaring our net zero target, see Figure 1.

**Figure 1 Staffordshire County Council Carbon emissions**

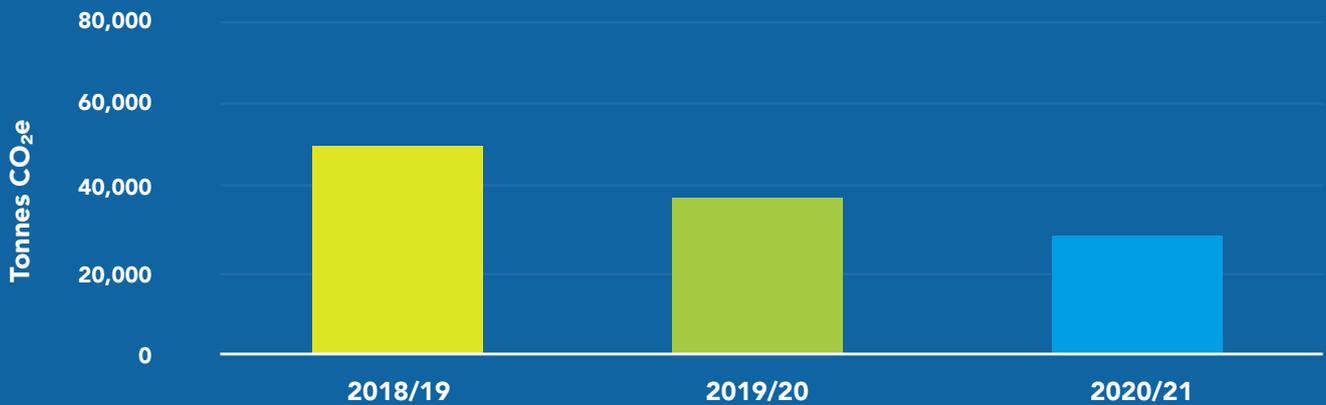
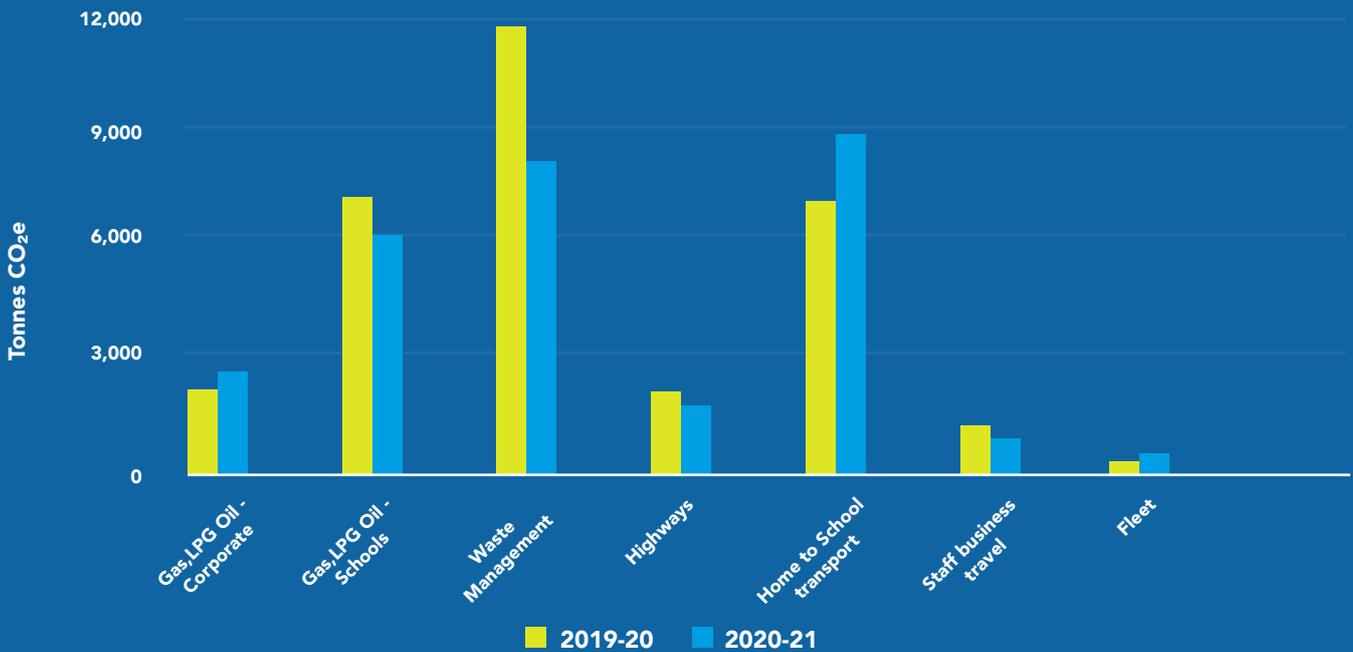
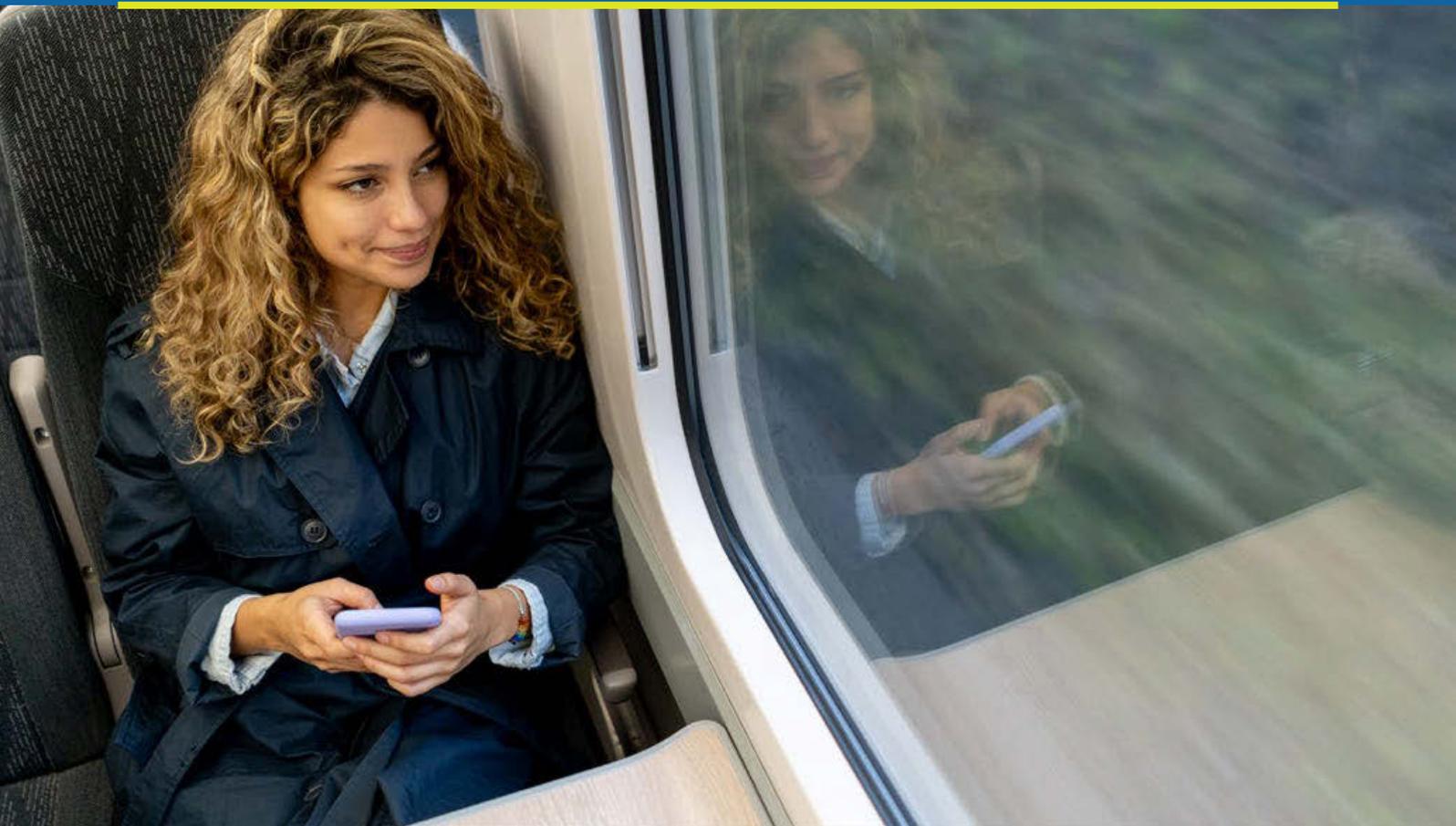


Figure two compares the emissions against 2019/20.

**Figure 2 Carbon emissions comparison by area of operation**





Energy efficient heating measures are being introduced across the corporate estate. Unfortunately, the work completed in 2020/21 has not been reflected in a reduction in the years annual energy consumption of the properties. This was due to Covid 19 measures, buildings had to be heated for skeleton staff with additional ventilation requiring higher energy use than under pre Covid conditions.

Similarly, this trend is also reflected in the schools energy usage. Even though pupils were not attending school for a period, the buildings were heated with extra ventilation for skeleton staff and students who needed to attend.

Although the graph shows a dip in schools CO<sub>2</sub>e emissions in 2020/21, this can be attributed to some of our schools converting to academies and therefore are no longer included in the Council emissions. (see Appendix 2 on how we measure our carbon emissions).

Waste management is showing a considerable reduction. This represents a change in methodology for calculating the emissions to better reflect the Councils emissions from processing the waste. Total waste processed

and the methods used during this period was consistent with the previous year.

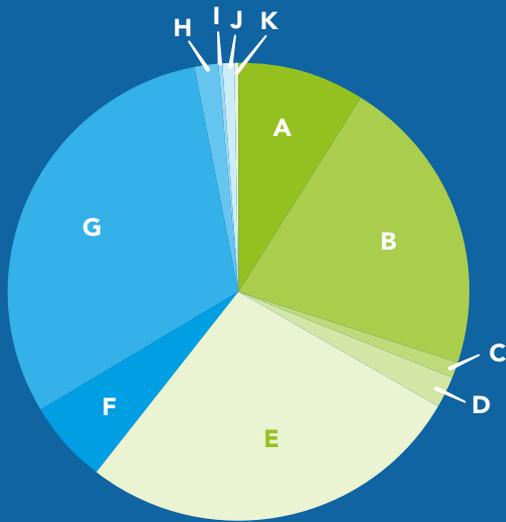
Home to school transport required an increased number of vehicles due to the Covid-19 social distancing requirements on transport. The increase in emissions reflects the increased number of vehicles required to run the service.

Staff business travel significantly reduced, largely due to the Covid 19 lockdown. However, with the easing of lockdown restrictions staff travel has continued at a lower level as online meetings have become an accepted standard practice. 2021/22 Active Travel Capability Funds have supported behaviour change activities for staff and the wider public in Stafford and Burton upon Trent. It is recognised that ongoing promotion of sustainable travel to work is essential.

Waste Management, home to school transport and heating of our corporate estate and schools continues to be the three highest areas of emissions. This collectively made up 88% of the Councils emissions for 2020/21, shown in Figure 3. These are some of the most challenging to address and our **Action Plan** identifies our approach to tackling these.



**Figure 3 Carbon Emissions by area of operation for 2020/21 CO<sub>2</sub>e**



Area of Operation	tCO <sub>2</sub> e
A. Gas.LPG Oil - Corporate	2,638
B. Gas.LPG Oil - Schools	6,100
C. Electricity (Corporate and Schools)	363
D. Street Lighting and ITS	603
E. Waste Management	7,909
F. Highways	1,754
G. Home to School transport	8,859
H. Staff business travel	482
I. Water	95
J. Fleet	254
K. Biomass heating	10

The CO<sub>2</sub>e emissions associated with biomass heating has been recorded as 0 in line with the GHG Protocol Corporate Accounting and Reporting standards. This is due to the fuel source itself absorbing an equivalent amount of CO<sub>2</sub>e during the growth phase as the amount of CO<sub>2</sub>e released during combustion.

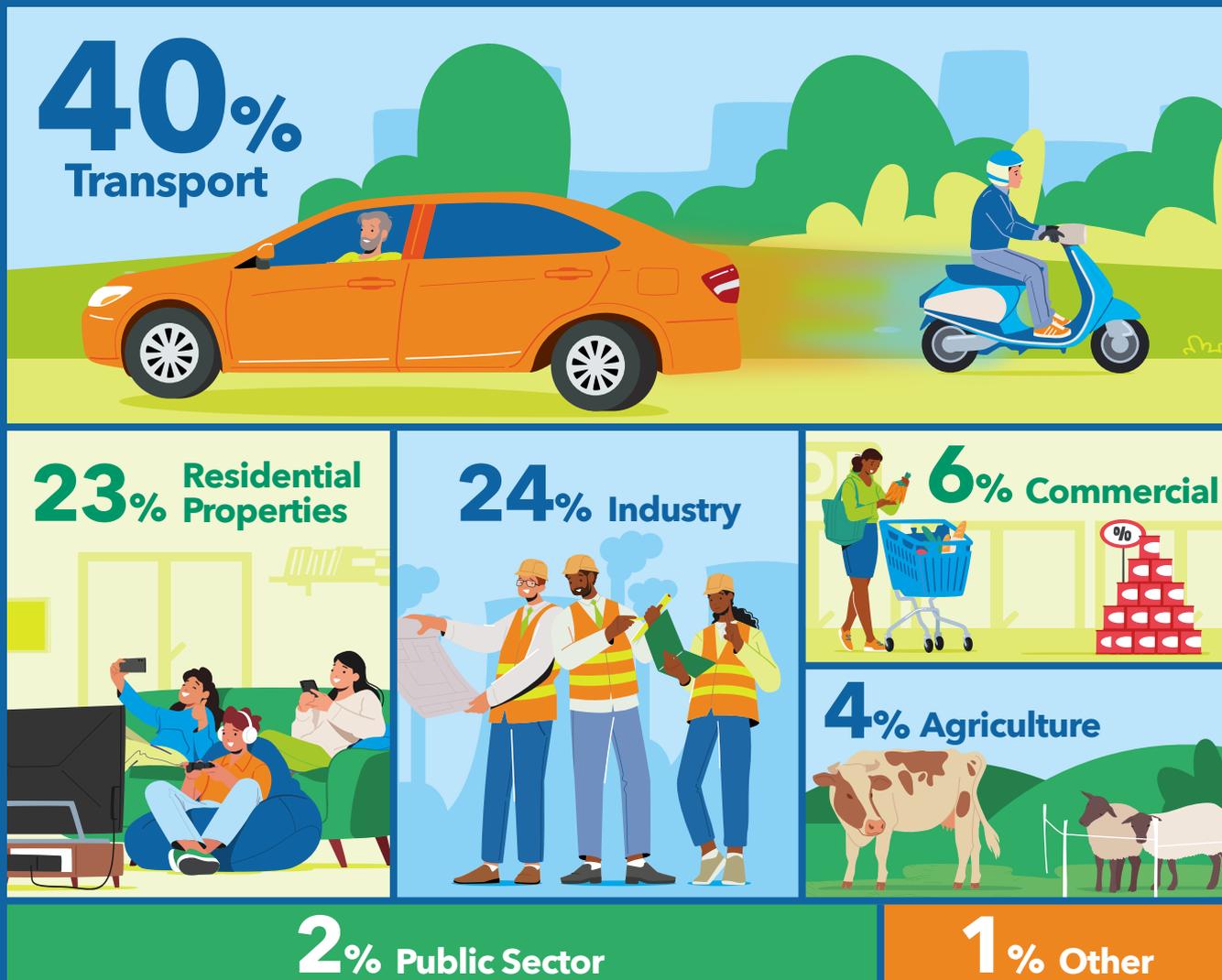
This combustion is estimated to be the equivalent of 213 tonnes of CO<sub>2</sub>e and has been recorded as out of scope for the emissions footprint whilst acknowledging there are emissions from the combustion process. The emissions included with the Councils emissions from biomass relate to the other greenhouse gases of N<sub>2</sub>O and CH<sub>4</sub> released during the combustion process.



# Staffordshire Sustainability Board

Staffordshire County Council has made a formal commitment to be net carbon zero by 2050. We are also committed to using our influence to reduce the wider Counties emissions of 5.8 million tonnes. The breakdown of the source of these emissions is outlined in Figure 4.

**Figure 4 Staffordshire Carbon Emission breakdown**



Source: UK local authority and regional carbon dioxide emissions national statistics, BEIS

Through the Staffordshire Leaders Board the Council led on establishing the Staffordshire Sustainability Board in January 2022. The aim of the Board is to encourage and support partnership working to identify climate change resilience in Staffordshire and reduce Staffordshire’s carbon emissions footprint.

The Board is made up of elected members with a sustainability/climate change portfolio from

each of the Staffordshire authorities. The Board is supported by council directors and officers and reports to the Staffordshire Leaders Board.

In March 2022 the Board committed to developing a base pledge, with 10 commitments for action for formal approval and subsequent monitoring during 2022/23.





## Achievements during 2021/22

### Organisational carbon reduction

**Energy generation** - Solar photovoltaic panels are installed on 14 of our County Farms and 12 libraries. These generated 279,000 kwh over the year which is the equivalent of saving 70 tonnes of carbon from the grid average generated electricity. Investigations are ongoing where we can increase our photovoltaic generation.

**Anti-Idling campaign - Highways** Amey, the principal contractor for highways introduced an anti-idling campaign for staff on the importance of minimising idling in highways vehicles. Vehicle monitoring systems have shown that idling times were reduced by more than 50% which resulted in an annual saving of over 13 tonnes CO<sub>2</sub>e.

A reduction in other tailpipe emissions also created less pollution and therefore improved local air quality. Software was also introduced to vehicles to monitor driving behaviour such as harsh braking and acceleration.

This monitoring software can be viewed by the driver in real-time, therefore encouraging more efficient driving behaviours and reducing fuel use.

**Highway and Transport Capital Programme** - Delivery of the 2021/22 highway and transport capital programme included investment of over £2.2m towards the development and construction of schemes that will improve the environment for walking and cycling in Staffordshire.

In 2021/22, the Council secured £7 million through successful bids for active travel schemes and we are awaiting announcements on bids for a further £5 million for active travel schemes through the Levelling up Fund, Social Prescribing Fund and Towns Fund. The County Council is also supporting District/Borough Councils on active travel schemes being delivered through Future High Street Funds, Levelling up Fund (round 1) and UK Shared Prosperity Fund.



---

## Organisational carbon reduction cont...

**An Approved Local Cycling and Walking Infrastructure Plan (LCWIP)** - On 15 April 2021, Prosperous Staffordshire Select Committee was asked to review Staffordshire's Local Cycling and Walking Infrastructure Plan (LCWIP) and offer any further feedback for consideration before the Cabinet Member for Highways and Transport approved it for publication on 14th June 2021.

The production of an LCWIP is a government requirement and future funding for walking and cycling is unlikely to be secured without one.

Going forward, every opportunity will be sought to secure additional funding for walking and cycling and the LCWIP will be the basis of future funding bids. The LCWIP can also be used to help negotiate developer contributions through the planning consent process.

**Day Care refurbishment** - Marsh Court Day centre provides day care for people with specialist complex needs. This 1970s brick building was identified as being a priority for energy efficiency work.

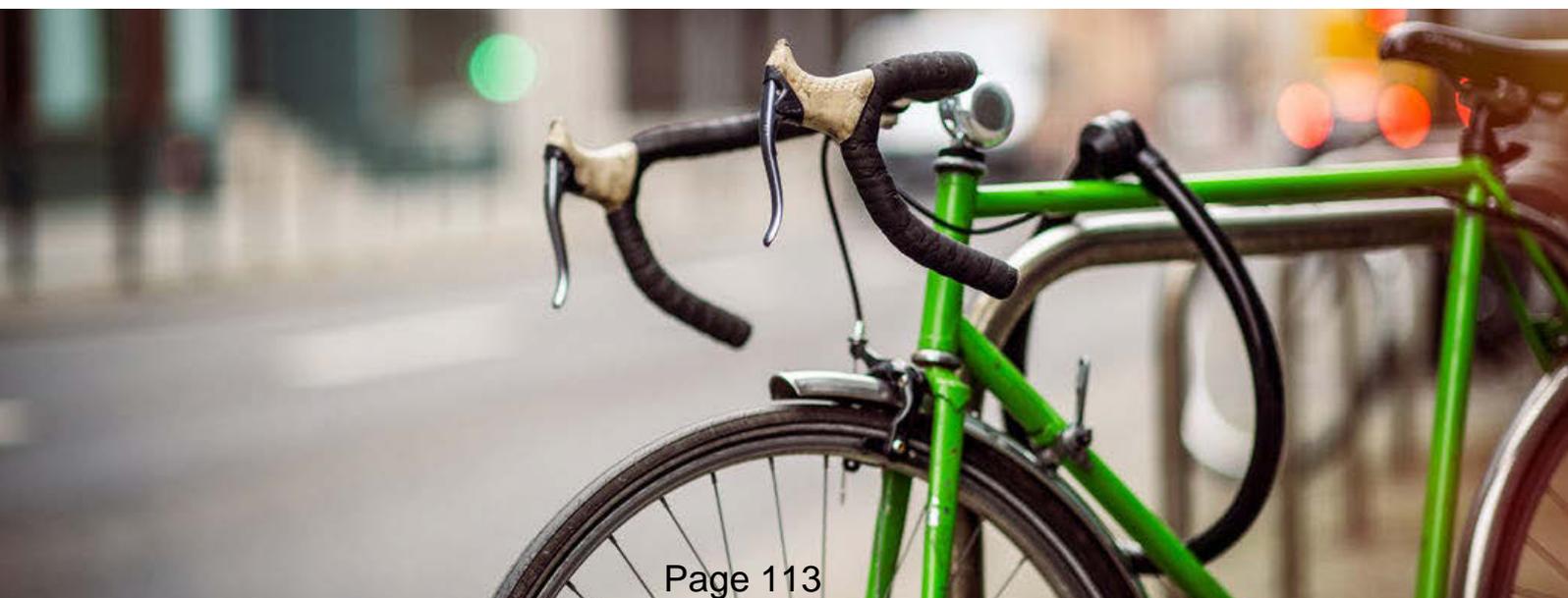
As part of a general refurbishment over £60,000 was allocated for energy efficiency work. A more efficient heating system was installed together with increased insulation in the roof and on pipework. Lighting was upgraded from very inefficient fluorescent lighting to LED. These changes not only made energy efficiencies it also provided a better environment for the users.

**Energy Efficiency advice and funding for businesses** - Over 100 businesses were engaged with through the Low carbon business evolution programme managed by Staffordshire business environment network (Sben). This programme offers businesses a fully funded energy review with energy efficiency recommendations.

In a year nearly 40 businesses received a full review and secured funding in excess of £145,000 to deliver energy efficiency measures recommended in the reports. This resulted in over 350 tonnes of carbon being saved through introducing the recommended funded energy efficiency measures.

**Carbon tools for business** - In April 21 the Environmental Sustainability GROWTHmapper was launched to help businesses identify the strengths and weaknesses and where changes could be made to be more sustainable. For example one company on completing the tool set a target to have all staff arriving by sustainable transport (electric car, bicycle, car share) by 2024 which would result in saving 55 tonnes of carbon.

The Council launched a carbon tracker for businesses in October 2021 to help identify and measure their carbon emissions and assist in achieving carbon reduction targets. Up to March 2022 60 businesses had completed the tool and commented the tool had helped to achieve funding support to implement energy saving measures and identify simple ways to reduce the footprint at little or no cost.



## Organisational carbon reduction cont...

**Electric vehicle trial** - Under the Air Aware funded campaign in partnership with Amey, a trial of a leased Vauxhall Vivaro E fully electric van was completed. The trial and use of this vehicle will inform business areas across the authority of the benefits of switching to a fully electric vehicle and overcome common myths in real world use.

Under the trial we looked to address concerns raised around the performance range of a fully laden electric vehicle and how vehicle mileage could be impacted.

The trial covered 280 miles with 800kg being carried in the vehicle – it demonstrated that a fully electric van was better for the environment; if this vehicle were a diesel equivalent, it would have emitted 72.9kg of carbon\*. An additional economic benefit to the trial was that even with premium rate charging, the electric van would still have been at a lower cost than the diesel equivalent.

The use of this of this vehicle has helped SCC to inform parts of the forthcoming Electric Vehicle Strategy. \*Calculated using Vauxhall data

**Climate change Action fund** - Round two of the Climate change action fund ran from November 2021 to February 2022 with each Councillor having a £1,500 budget allocation to award in their area. Grants of £250-£500 per County Councillor were invited from schools, voluntary and community groups, societies, charities and parish councils. A maximum of £2,500 could be applied for if the project could demonstrate the project benefits could be realised across divisional areas.

117 funding requests were received, with £52,930 being awarded across 100 applicants.

Projects which were considered high priority to receive full funding included:

- **energy efficiency measures including LED lighting upgrades, improved insulation and improvements to glazing either to reduce excessive solar gain or improve thermal efficiency**
- **bike racks and scooter pods to encourage more active travel and reduced car use**
- **tree and shrub planting**



## Natural Environment

**Tree Planting - Cannock** The Council worked in partnership with the Forest of Mercia to develop tree planting projects. £91,000 of funding was received for tree planting on two sites in the Cannock District. Over 17,500 native trees were planted on Kingswood Lakeside Employment Park and Pye Green Valley to create high density mini forests. This method of planting results in high levels of biomass within a small area and captures high levels of carbon.

**Tree giveaway** - An initiative which gave away 1000 trees to residents to plant at home was delivered in March. Residents could collect the trees from Cannock Chase country park during a one day event. With every tree collected, people got a leaflet about other ways to make their gardens at home more sustainable, tips to tackle climate change and help wildlife.

**Flood risk management** - The Flood Risk Management Team received £70,000 of funding from a grant to install new oversized drainage assets to better protect 18 residential properties in Hamstall Ridware. This Surface Flood

Mitigation project combined with Natural Flood Management by South Staffs water to install leaky dams. Modelling showed that in a 100 year flood event (defined as a 1 in 100 chance of being equalled or exceeded in any given year), the project would prevent 9,000m<sup>3</sup> of surface water entering the village and reduce this water volume to just 33m<sup>3</sup>.

Collaborative working with landowners in Barton Under Needwood improved the regular maintenance regime of a watercourse running through private land. This reduced the impact of local flooding.



## Waste

**Christmas tree recycling** - Over Christmas 2021 residents were encouraged to recycle their real Christmas trees at the Household Waste Recycling Centres. This resulted in an increase of over 100 tonnes of green waste recycling compared to the year before, which was the equivalent of capturing 4,400 trees. These trees were then recycled and turned into wood chips and compost.

**Waste ambassadors** - The council continues to support the 'waste savvy' volunteer programme and have 39 passionate volunteers who provide advice to the community on reducing household waste and recycling. Covid 19 restrictions in the first half of 2021 limited the number of face to face events the volunteers participated in, although still achieved attendance at 45

public events and delivered 49 presentations to voluntary groups and schools. If you might be interested in being one of our amazing Waste Savvy volunteers please contact the volunteer co-ordinator:

**[rwhitehouse@gardenorganic.org.uk](mailto:rwhitehouse@gardenorganic.org.uk)**



## Air Quality



DEFRA funding enabled a targeted school and business engagement project focussed in Cannock, Leek and Burton. This engagement led to Heath Hayes Primary School winning the School of the Region for their active travel initiatives in Modeshift STARS Travel Planning for the third year. They have increased active travel from 27% to 50% reducing congestion on the local network and improving air quality around their school.

Through the Air Aware business travel network 3 bike surplus storage pods from Queens hospital Burton have been donated to another Air Aware engaged company in Cannock saving on waste and providing a safe cycle storage area for others.

**Anti-Idling campaign** - The air aware anti-idling campaign raised awareness countywide of the impacts of leaving an engine idling both in terms of air pollution and the costs of fuel wasted.

100 business sites received an anti-idling pack containing railing banners, staff and visitor information and signage. Digital information

shared with many more sites provided a wide-reaching campaign. Through public engagement and asking people to stop idling at Queens Hospital Burton on Clear Air Day 1kg of carbon was saved in just one day. One business which participated in the scheme provided feedback to say that suppliers and delivery drivers had commented that the signs had raised awareness and encouraged them to stop idling.

**Traffic Management to improve air quality** - The Council won funding in early 2020 to take part in the Live Labs project, funded by the Department for Transport (DFT) working alongside Amey, Keele University and the Connected Places Catapult. Over 130 SME's submitted applications to address mobility and air quality challenges. Colleagues from across the organisations worked together to select 10 projects during 2020/21 and 2021/22.

Now Wireless were a successful SME to aid the reduction in air quality, outside a care home on the inner ring road of Newcastle-Under-Lyme. Now wireless and the Council worked together during 2021/22 to implement the use of artificial intelligence to predict pollution an hour ahead of time. The results implemented special plans into SCC's Urban Traffic Control (UTC) system.

The plans enabled traffic to be held for a few seconds longer outside the town centre, to reduce pollution in the town centre. The project was successful with a reduction in air pollution whilst keeping journey times through the town centre similar to before the change.



---

## Behavioural Change

**Considering climate change in Cabinet reports** - In 2021 a new requirement for Council cabinet reports to include an assessment on climate change was introduced to ensure climate change implications are integrated and fully considered in all decision making. During the assessment of a financial report the important consideration of where funds were invested was considered. This resulted in a positive outcome confirming investments are made only with companies with an environmental, social and governance (ESG) policy.

The assessment process also resulted in a new process being implemented requiring all subsequent SCC investments to be discussed and minuted at the Council's Treasury Management Panel. All existing investment counterparties

are being contacted to establish if they have any specific climate specific policies to underpin their ESG policy.

**Pre-Loved Uniform Market – Staffordshire Libraries** Approximately 350,000 tonnes of clothing are thrown away each year in the UK. Staffordshire Libraries; in partnership with The Salvation Army, launched a project to provide support for communities by helping families in the Cannock area to access good, quality pre-loved school uniform free of charge.

Since the inception of the pre-Loved market, 932 children have been gifted free school uniforms, saving families £46,150 during 2021/22. The Pre-Loved uniform market is supported by community donations of recycled clothing.





**Cannock Chase Cultural Education Partnership – Global Change Makers** - Cannock Chase Cultural Education Partnership (CCCEP) led by Staffordshire Libraries and Inspiring Healthy Lifestyles have received funding for a collaborate arts project, around the central themes of environment and place. Engaging with an active group of young people from schools across Cannock Chase, the project will explore the concept of “leaving no trace” on Cannock Chase. Working with partners across the district, the focus will be on increasing awareness and encouraging visitors to play a positive role in conserving the AONB, and to be good environmental ambassadors, in the Special Area of Conservation.

During 2022, young people will work with artists to create a body of cultural work which will be exhibited at an eco-arts festival in spring 2023.

**Community climate change workshop -**

The Community Learning service provided a free online workshop for families to learn more about

climate change. More than 60 families signed up to the course and were guided through fun activities on how to connect with nature and live a more sustainable lifestyle. This course provided a great platform for people to think about what changes they could make to help reduce the impacts of climate change. Following the course two families came together to open and run a ‘pre-loved’ pop up shop in Tamworth.

**Keeping Staffordshire residents and staff informed** - Education is key to making greener changes. Each week, sustainability tips are sent to over 1,500 subscribers. This weekly email on average has an 80% engagement rate.

**Training our staff** - We are encouraging our staff to learn more about climate change and how they can do their bit to help the council achieve the net zero target. An online staff training module has been launched in 2021/22 and made available on the council's training hub for all staff and members to complete.



## Next steps

The Climate Change Action Plan has set a solid foundation for the Council to deliver carbon reduction projects. These actions will continue to be reviewed and adapted as new technologies and information is released.

**Adaptation** - Our climate is changing, even if steps to substantially reduce global emissions occur, further warming of our climate is inevitable over the coming decades. It is essential that Staffordshire County Council put measures in place to build resilience into our properties and services. Over the next year we will develop a Countywide Adaptation Strategy in partnership with the District and Borough Councils and a County Council Adaptation Action Plan to identify how to respond to the risks and opportunities of climate change.

**Flood risk management** - Staffordshire County Council working jointly with Stoke, Walsall, Wolverhampton, Sandwell and Dudley have

been awarded £6.6 million from the Flood and coastal resilience innovation fund. The FAIR (Flood: Aware, Informed, Resilient) project aims to empower communities with the skills, knowledge and resources to actively participate in risk management and resilience activities alongside other partner agencies. You can read more about the FAIR project at A FAIR approach to community flood risk [Engage Environment Agency](#).

Over the course of the next 5 years the Flood Risk Management team also have an ambitious programme to deliver projects in Norton Canes, Great Wyrley, Bishops Wood, Endon Natural Flood Risk Management works, Cranberry, Cannock Pye Green. This project aims to better protect over 250 properties. If you want to know more about these projects please email: [flood.team@staffordshire.gov.uk](mailto:flood.team@staffordshire.gov.uk).



**Electric Vehicle (EV) Strategy** - The authority is committed to increasing the uptake of electric vehicles. We are currently developing an EV strategy covering authority and county electric vehicle uptake.

The EV strategy is being developed in partnership with the Staffordshire District and Borough Councils and will include feasibility studies and recommendations covering the current and future needs of the county.

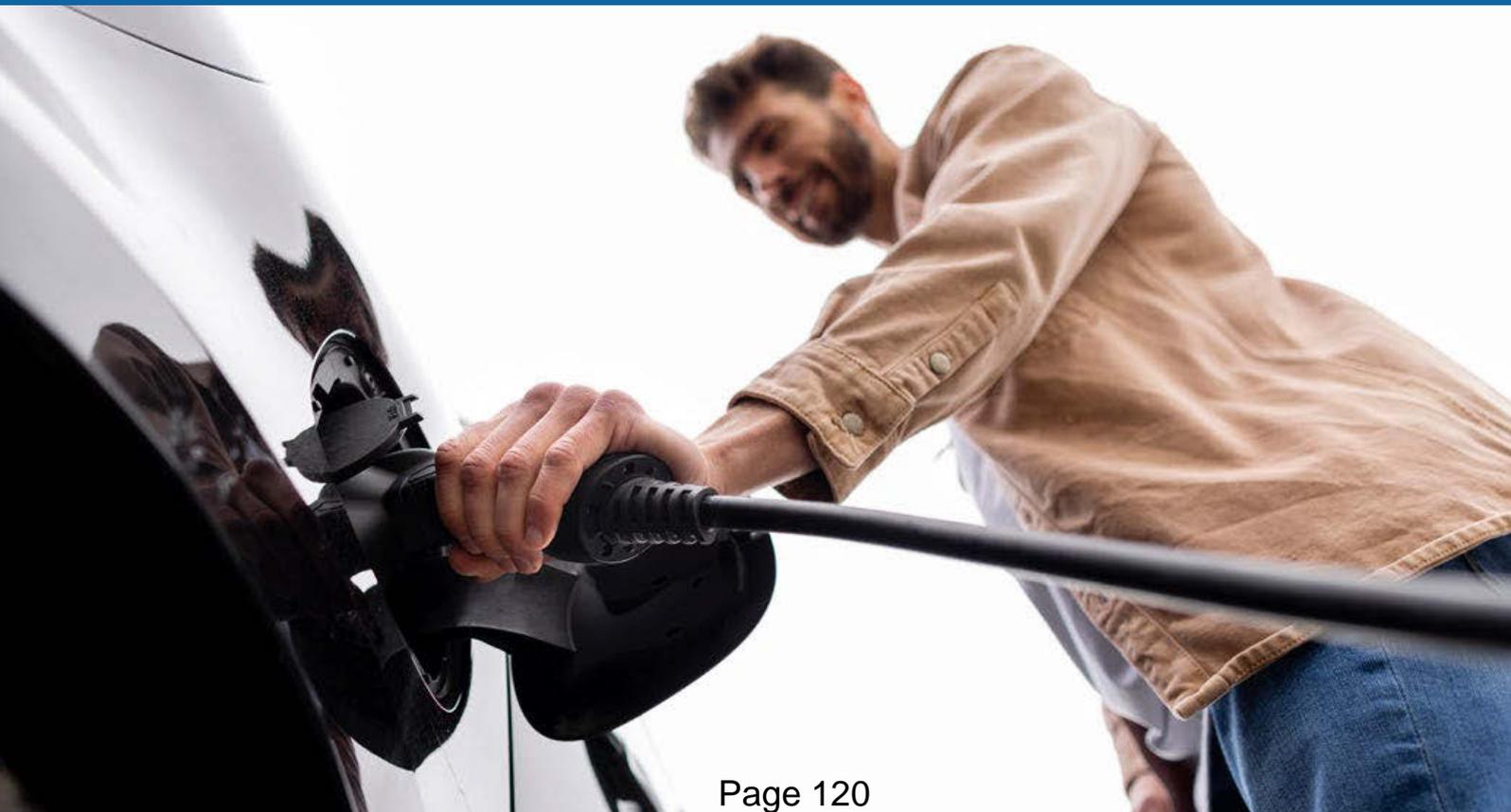
Staffordshire County Council has produced a public electric vehicle toolkit to assist the public with general guidance, FAQs and will soon be available on our website.

Staffordshire County Council has an on-going study taking place to understand the current environmental impacts of the authority fleet vehicles including cars, pick-ups and minibuses. The study will provide insights into total cost of ownership, emissions and charging requirements of switching to fully electric vehicles. The findings from the study will help the authority make informed business cases for electric vehicles and the supporting infrastructure across all service areas.

**Transitional Low Carbon Fuel – Hydrotreated Vegetable Oil (HVO)** - Staffordshire County Council are trialling HVO diesel in active service areas. The fuel is classified as a sustainable and renewable fuel alternative for conventional diesel. HVO can run in many modern vans, HGVs and plant equipment types without modification. The use of HVO diesel can deliver several benefits over conventional diesel, including emission savings of up to 90% Carbon Dioxide, 27% Nitrogen Dioxide and 84% in Particulate Matter.

HVO along with other emerging technologies is considered a viable transitional fuel on route to SCC's 2050 Net Zero target.

Amey are the principal contractor for Staffordshire Highways. A trial is underway to understand HVO compatibility amongst fleet, plant and machinery to facilitate the move to the low carbon fuel in the SCC Highways AMEY fleet. SCC are also exploring further businesses cases across the authority to increase the use of HVO diesel across the authority.



# Appendix 1

## Staffordshire County Council approach to Climate change

The County Council has championed the climate change agenda for many years and our carbon reduction strategy, Green Shoots, published in 2011 built on previous commitments to this agenda. Staffordshire County Council recognises that climate change is the biggest environmental challenge facing the world today and has reflected this by identifying climate change as one of the four key principles in the Councils Strategic Plan.

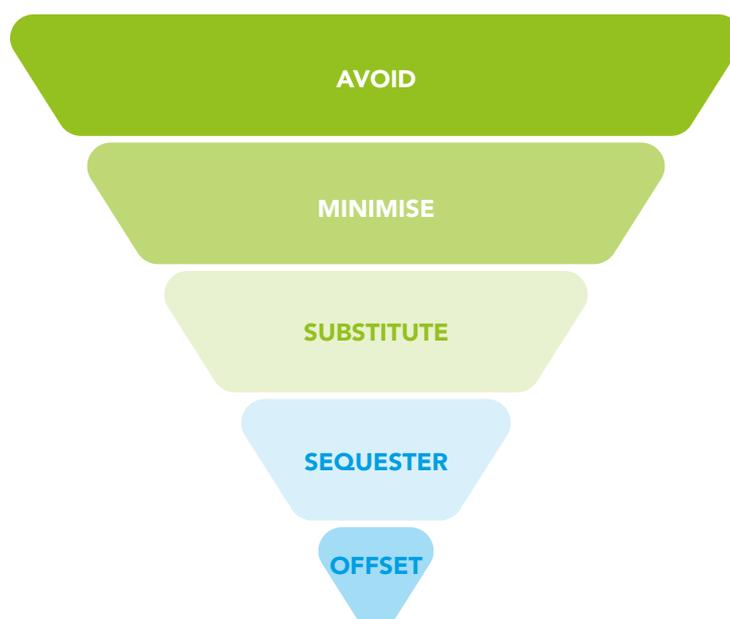
With the setting of new legislation in May 2019, through an amendment to the Climate Change Act 2008, the UK became the first major economy to pass a law requiring the country to bring all greenhouse gas emissions to net-zero by 2050. This means that the country needs to remove as much carbon from the atmosphere as it emits.

Following the publication of this new legislation, the County Council committed itself to this agenda by declaring a climate change

emergency in July 2019 to also achieve net zero emissions by 2050. This replaced the previous commitment to reduce carbon emissions to 80% of the 1990 baseline.

We have seen a considerable reduction in our carbon emissions from the initial 1990 baseline of 200,000 tonnes. This is partially attributed to many of our schools converting to academies which, once converted are not included as Council emissions. A number of carbon reduction measures have been implemented since this time which has reduced the carbon impact of our services.

The County Council recognises that a range of actions are needed to reduce the Council carbon emissions. We adhere to the carbon hierarchy principles of avoiding and reducing emissions as a priority, where emissions cannot be reasonably reduced any further we consider sequestering.



We also recognise that we need to put in measures so we can adapt to our changing climate.





---

**Scope 1** – All direct emissions – these emissions arise as a direct result of our activities under our control. For Staffordshire County Council this includes

- **gas consumption from all maintained schools and corporate buildings**
- **liquified petroleum gas (LPG) usage from corporate buildings**
- **heating oil consumption from maintained schools**
- **fuel used for fleet vehicles**

**Scope 2** – Indirect emissions – these emissions are our emissions associated with the consumption of electricity purchased for maintained schools and corporate buildings. Where the electricity is 100% sourced from a registered renewable supplier, only transmission and distribution emissions are included.

**Scope 3** – All other indirect emissions – this includes a much wider remit and includes the activities which we do not own or directly control, for example services under contract. This includes:

- **business miles associated with staff travel**
- **passenger kilometres associated with staff travel via train**
- **water consumption (supply and treatment) from all maintained schools and corporate buildings**
- **contracted waste operations and processes**
- **electricity consumption associated with street lighting and ITS equipment**
- **fuel consumption associates with Amey (Highways) operation**
- **home to school transport.**







# Climate Change

## Action Plan 2021 - 2025

Draft - Revision 2 - November 2022

Doing our Bit to make  
**Staffordshire Sustainable**

# Introduction

Staffordshire County Council recognises that climate change is the biggest environmental challenge facing the world today and has reflected this by identifying climate change as one of five key principles in the Council's Strategic Plan. Staffordshire County Council committed itself to this agenda by declaring a climate change emergency in July 2019 to also achieve net zero carbon emissions by 2050. The Strategic Development Framework released in February 2021 sets out how the authority will work towards achieving its carbon emissions target.



The County Council recognises that a range of actions are needed to stop or reduce the Council's carbon emissions. These actions are to either stop carbon emissions, develop ways to remove carbon that is already in the atmosphere (sequestration) or help communities and businesses prepare for the impact of a changing climate (adaptation). In achieving these actions, the authority will play its part in the global effort to reduce the impact of Climate Change and meet its net carbon zero target. The Council will monitor its carbon emissions each year, to track the success of these actions. Between 2018 and 2021 we have reduced our carbon emissions by 43%.

This is the first revision of the 2021-2025 action plan this updated plan reflects our completed actions, presents reviewed existing actions where appropriate and introduces some new actions to maintain our journey to net carbon zero.

**Simon Tagg - Staffordshire County Council's Cabinet Member for Environment, Infrastructure and Climate Change**

# Key Themes

Page 127



**Theme 1: Carbon Reduction**

**Theme 2: Air Quality**

**Theme 3: Natural Environment**

**Theme 4: Waste**

**Theme 5: Behavioural Change**

# Carbon Reduction

The Carbon Reduction theme has the most amount of actions within the plan. These actions cover internal staff training, resource use and efficient operation of services as well as starting to change the way that we work. The actions also look to include climate change thinking in policy and Governance processes.

Ref	Description	Action	Proposed Timeline
CR-01	Ensure climate change and sustainability impacts are considered in decision making, including land disposals and budgets.	<ul style="list-style-type: none"> <li>• Business case templates to include financial benefits or consequences of delivering low carbon alternatives.</li> <li>• Procurement process to include consideration of the impacts on climate change.</li> </ul>	<ul style="list-style-type: none"> <li>• Mar 2023</li> <li>• Ongoing</li> </ul>
CR-02	Ensure sufficient resources are available to support business areas in understanding and identifying carbon impacts and reduction opportunities.	<ul style="list-style-type: none"> <li>• Identify the resources required to progress the climate change agenda across the council.</li> <li>• Climate Change team to provide expertise and support to business areas to develop ideas to deliver innovation.</li> <li>• Deliver DfT/ADEPT Live Labs 2 project (subject to funding approval) to consider opportunities for reducing carbon emissions in certain highways tasks</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Mar 2023</li> </ul>
CR-03	Research carbon sequestration and other potential offsetting projects.	<ul style="list-style-type: none"> <li>• Outline options and make recommendations for sequestration and/or offset projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Dec 2022</li> </ul>

# Carbon Reduction

Ref	Description	Action	Proposed Timeline
CR-04	Continued liaison with district and borough councils to discuss how planning considerations can include climate change mitigation and adaptation.	Provide advice to encourage Local Plan policies to have high regard to climate change mitigation and adaptation	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
CR-05	Review the SCC Policy Position to encourage renewable technologies in appropriate locations	<ul style="list-style-type: none"> <li>• Review the SCC policy position on renewable generation and consider the identification of targets</li> </ul>	<ul style="list-style-type: none"> <li>• April 2023</li> </ul>
CR-06	Invest in improving driving styles to reduce preventative carbon emissions	<ul style="list-style-type: none"> <li>• Monitor driver behaviour and provide efficient driving information to staff</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
CR-07	Make better use of Home to School transport by maximising use of every seat for entitled pupils	<ul style="list-style-type: none"> <li>• Develop an app to allow contracted services to monitor usage through the Smart Pass</li> <li>• Evaluate results of Smart Pass use and consider if any service changes can be made</li> </ul>	<ul style="list-style-type: none"> <li>• Jun 2025</li> <li>• Jun 2025</li> </ul>

# Carbon Reduction

Ref	Description	Action	Proposed Timeline
CR -08	Maximise efficiency of the home to school and Special Education needs transport (SEN) services.	<ul style="list-style-type: none"> <li>Investigate options for reducing the number of vehicles and the mileage travelled</li> </ul>	<ul style="list-style-type: none"> <li>Sep 2023</li> </ul>
CR-09	Increase the number of Electric Vehicle (EV) charging points.	<ul style="list-style-type: none"> <li>Develop an EV charging infrastructure strategy in partnership with the Districts and Boroughs</li> <li>Develop a 2 year countywide EV charging implementation plan</li> <li>Develop an internal EV charging infrastructure strategy and implementation plan</li> <li>Investigate the potential to upgrade electricity supply in SCC building stock to facilitate EV charging in retained property portfolio and identify sites requiring upgrade.</li> <li>Work with Amey to roll out EV charging across highways depots where spare electrical capacity is available</li> </ul>	<ul style="list-style-type: none"> <li>Dec 2022</li> <li>Feb 2023</li> <li>Feb 2023</li> <li>Aug 2023</li> <li>Ongoing</li> </ul>
CR-10	Transition fleet to alternative fuels or more carbon efficient where appropriate by 2025	<ul style="list-style-type: none"> <li>Implement HVO fuelling to all suitable Highways AMEY vehicles, plant, machinery and equipment</li> <li>Develop a Highways AMEY fleet plan for phasing in of EVs where suitable vehicles are available</li> <li>Where possible consider and implement a transition plan to full EV vehicles within the SCC fleet</li> </ul>	<ul style="list-style-type: none"> <li>Apr 2023</li> <li>Jun 2023</li> <li>Oct 2023</li> </ul>

# Carbon Reduction

Ref	Description	Action	Proposed Timeline
CR-11	Maximise usage of properties by identifying properties for disposal and opportunities for change of retained properties.	<ul style="list-style-type: none"> <li>Take a phased approach to complete a review of all SCC owned or leased buildings.</li> <li>Identify opportunities for change through the development of Business Asset Plans.</li> </ul>	<ul style="list-style-type: none"> <li>Feb 2023</li> <li>Ongoing</li> </ul>
CR-12	Improve energy efficiency of SCC owned buildings where feasible	<ul style="list-style-type: none"> <li>Collate data on running costs, energy usage, type and condition of lighting, boilers and insulation</li> <li>Develop a programme of work incorporating lower carbon and energy efficiency considerations as part of capital maintenance programs</li> </ul>	<ul style="list-style-type: none"> <li>Jul 2023</li> <li>Annual</li> </ul>
CR-13	Prioritise sites to have Building Energy Management Systems (BEMS) installed	<ul style="list-style-type: none"> <li>Achieve 7 BEM installations per year</li> </ul>	<ul style="list-style-type: none"> <li>Jan 2023 - Phase 1</li> </ul>
CR-14	Improve energy efficiency of highway infrastructure and equipment	<ul style="list-style-type: none"> <li>Continue delivery of Street Lighting LED retrofit programme phase 1.</li> <li>Deliver annual Traffic Signals refurbishment/LED upgrade programme</li> </ul>	<ul style="list-style-type: none"> <li>Mar 2025</li> <li>Annual</li> </ul>
CR-15	Improve understanding of embedded carbon in Highways activities to enable carbon reduction or mitigation	<ul style="list-style-type: none"> <li>Participate in pilot project with Future Highways Research Group (FHRG) to develop a standardised carbon reporting tool for highways</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
CR-16	Emissions monitoring	<ul style="list-style-type: none"> <li>Continue to monitor and report the Councils annual carbon emissions.</li> </ul>	<ul style="list-style-type: none"> <li>Annual</li> </ul>

# Air Quality

The Council aims to improve air quality by encouraging active travel and working with vehicle operators within the county to introduce efficient engines and use of low carbon fuels.

Ref	Description	Action	Proposed Timeline
AQ-01	Investigate the impact of introducing a standard requirement for Euro5 or better for home to school transport contracts.	<ul style="list-style-type: none"> <li>Market test feasibility (cost &amp; availability) of including Euro5 as a standard requirement.</li> </ul>	<ul style="list-style-type: none"> <li>Jun 2023</li> </ul>
AQ-02	Secure funding to work with local bus operators to improve the energy efficiency of public transport in Staffordshire	<ul style="list-style-type: none"> <li>Agree Bus Service Improvement Plan with interested local bus operators with an agreed transition path to low emission buses.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
AQ-03	Deliver against objectives of the Local Cycling and Walking Infrastructure Plan (LCWIP)	<ul style="list-style-type: none"> <li>Deliver and review active travel schemes in Stafford, Burton, Cannock, Lichfield, Newcastle and Tamworth</li> <li>Work with the District and Boroughs to support bids for sustainable travel delivery</li> </ul>	<ul style="list-style-type: none"> <li>Oct 2024</li> <li>Ongoing</li> </ul>

# Natural Environment

The natural environment is key to removing carbon out of the atmosphere, through carbon sequestration. The focus of this theme is to maximise the benefit the councils land holding has on the climate. New land management opportunities will be identified to further enhance the positive carbon impact of County land with additional benefits of enhanced biodiversity.

Ref	Description	Action	Proposed Timeline
NE-01	Commission a study to determine the current sequestration / storage of carbon in natural habitats on SCC landholdings and the potential to increase it through tree planting and habitat enhancement.	<ul style="list-style-type: none"><li>Review report outcomes and recommendations and produce business case to take forward recommendations.</li></ul>	<ul style="list-style-type: none"><li>Dec 2022</li></ul>
NE-02	Review policies that impact on our management of habitats	<ul style="list-style-type: none"><li>Review land management policies and consider options to lower carbon intensity and/or improve biodiversity.</li></ul>	<ul style="list-style-type: none"><li>Jun 2023</li></ul>

# Waste

This section includes not only the emissions from the waste generated by the Council but also Staffordshire households. It measures the emissions from handling the waste at the recycling centres and the emissions from operating the energy recovery facilities for handling all of Staffordshire's household waste

Ref	Description	Action	Proposed Timeline
W-01	Consider the long term capacity needs for Energy Recovery Facilities (ERF) in Staffordshire.	<ul style="list-style-type: none"> <li>Present an options appraisal for cabinet approval</li> </ul>	<ul style="list-style-type: none"> <li>Jun 2024</li> </ul>
W-02	Plateau growth in waste to 0% by 2025, using 2019 pre-pandemic tonnage as the baseline.	<ul style="list-style-type: none"> <li>Deliver 4 communications campaigns a year focussed on waste education and waste reduction</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
W-03	Reduce food waste and garden waste in the residual waste stream.	<ul style="list-style-type: none"> <li>Complete procurement for a Countywide food waste treatment contract</li> </ul>	<ul style="list-style-type: none"> <li>Apr 2023</li> </ul>
W-04	Consider the potential for transitioning to alternative and low carbon fuels for the Recycling centres service	<ul style="list-style-type: none"> <li>Where feasible transition site and supervisor vehicles from diesel to a lower carbon alternative</li> <li>Investigate the potential for transitioning outsourced vehicles to lower carbon alternatives</li> </ul>	<ul style="list-style-type: none"> <li>Dec 2022</li> <li>Jan 2023</li> </ul>
W-05	Develop a Staffordshire Materials Recovery Facility (MRF) to reduce haulage requirements	<ul style="list-style-type: none"> <li>Begin development of Strategic business case for long term management of dry mixed recycling in Staffordshire with support of local waste partnership</li> </ul>	<ul style="list-style-type: none"> <li>Apr 2023</li> </ul>
W-06	Investigate options for using closed landfill sites for climate change mitigation	<ul style="list-style-type: none"> <li>Identify suitable technologies or changes to land management on closed landfill sites which could assist with climate change objectives</li> </ul>	<ul style="list-style-type: none"> <li>Dec 2022</li> </ul>

# Behavioural Change

Climate change is a problem that is facing everyone. To tackle the issues it will need everyone to make changes to their daily lives. The council plan to work with business and other Councils within Staffordshire to produce a joined-up approach to tackling climate change that reaches beyond just the actions of the Authority.

Ref	Description	Action	Proposed Timeline
BC-01	Offer funding through the Climate change action fund.	<ul style="list-style-type: none"> <li>Offer an annual fund for climate change projects for schools, parish councils and the local community</li> </ul>	<ul style="list-style-type: none"> <li>Annual</li> </ul>
BC-02	Raise awareness of climate change and encourage behavioural change through communication campaigns	<ul style="list-style-type: none"> <li>Increase climate change awareness in all staff. Aim for 1000 members of staff to complete the course by March 2023.</li> <li>Increase climate change awareness of Staffordshire residents. Run a calendar of monthly hints and challenges.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Oct 2022</li> </ul>
BC-03	Engage with communities to raise awareness and highlight opportunities for local action for waste and climate change	<ul style="list-style-type: none"> <li>Hold a Climate Change &amp; Waste Conference</li> </ul>	<ul style="list-style-type: none"> <li>Annual</li> </ul>
BC-04	Consider implications and how the changing climate of Staffordshire can be managed and mitigated	<ul style="list-style-type: none"> <li>Develop a Countywide Adaptation Strategy</li> <li>Develop an SCC Adaptation Plan</li> </ul>	<ul style="list-style-type: none"> <li>Mar 2023</li> <li>Oct 2023</li> </ul>
BC-05	Work with businesses to raise awareness and reduce their carbon footprint	<ul style="list-style-type: none"> <li>Staffordshire Business Environment Network (sben) to encourage and provide assistance to install 25 solar PV on businesses</li> <li>sben to work with Staffordshire Wildlife Trust to promote small scale funded tree planting projects with a total of 120 trees across 20 businesses</li> </ul>	<ul style="list-style-type: none"> <li>Apr 2024</li> <li>Ongoing</li> </ul>

# Completed Actions

## Carbon Reduction

- Revise the Cabinet Report standard template to include a section on Climate Change 
- Consider the outcome of the Renewable Energy Audit 
- Ensure Climate Change is a standing agenda item for Staffordshire Development Officers Group 
- Issue all school children with a Smart Pass to monitor Home to School transport usage to identify any inefficiencies in the system 
- Review SCC owned tools and equipment and usage and replace with battery powered where possible 
- Establish potential for battery operated tools to be specified in future ground maintenance contracts and apply if possible 

## Natural Environment

- Engage with consultants to produce a review of land/habitats in Staffordshire (including carbon impact, carbon storage benefits, potential opportunities, other benefits ie social and GIS data) to determine the current sequestration / storage of carbon in natural habitats on SCC landholdings and the potential to increase it through tree planting and habitat enhancement. 
- Develop guidance and instructions for staff on GIS 

# Completed Actions

## Waste

- Investigate options for a single food waste procurement contract to encourage the Districts and Boroughs to introduce separate food waste collections ahead of proposed legislative changes



## Behavioural Change

- Sben to roll out carbon calculator for businesses
- Staffordshire Sustainability Board to set a countywide strategic direction in ways of working to support the transition to Net Zero



# Programme Funding

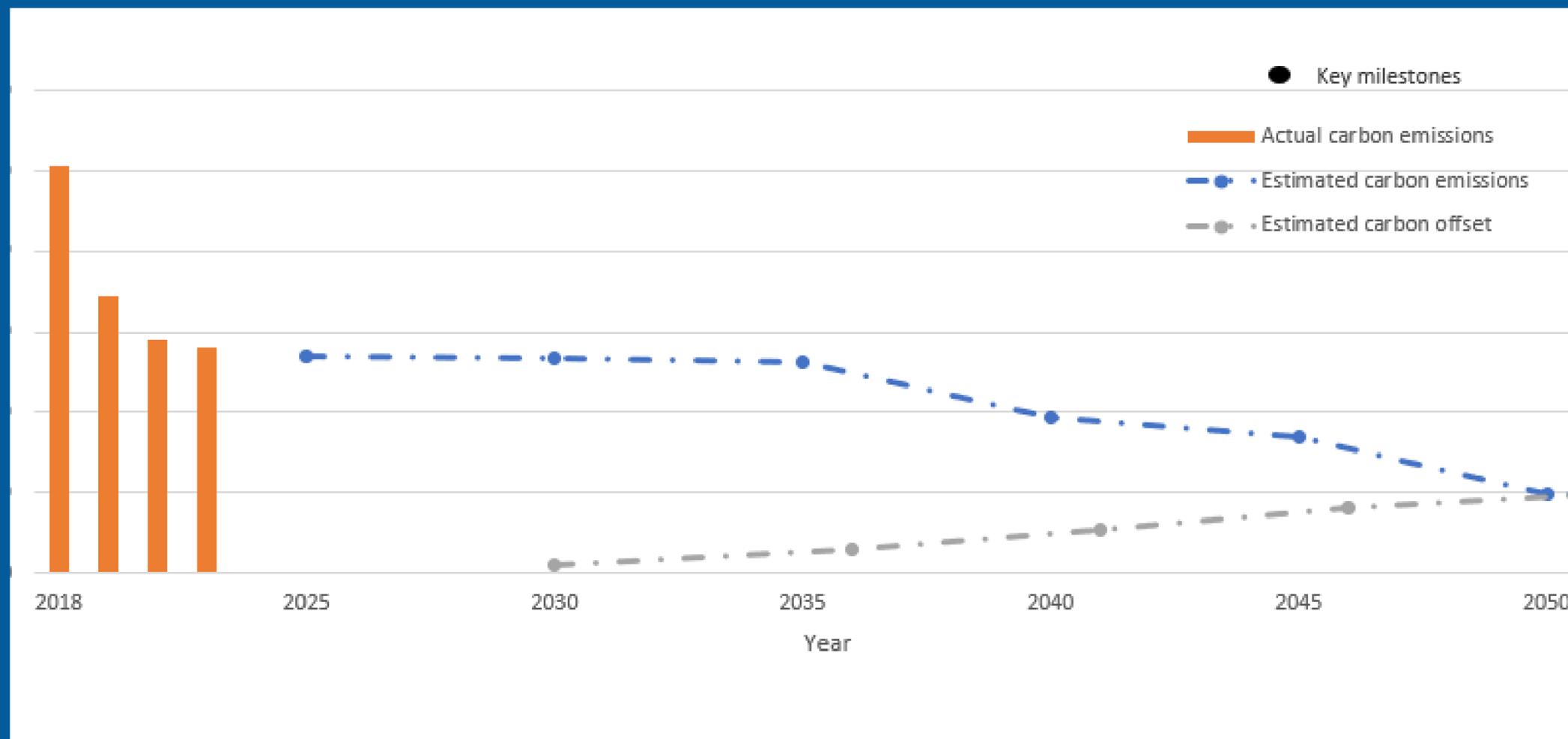
- The Council has dedicated and secured over £5.4m of support to our net carbon zero journey over and above usual budget allocations.
- A further £1m Investment Fund has been made available over a 5 year timeframe, specifically for Sustainability projects to support the climate change agenda, which will be subject to successful business case bids.
- The Council pledges to maximise external funding opportunities that will assist in the delivery of this plan.

County Council Climate Change Investment	2020/21	2021/22	2022/23	2023/24	2024/25	2026/27	Investment
<b>MTFS Budget - Internal Funding</b>	£ 690,000	£ 585,580	£ 596,700	£ 546,700	£ 546,700	£ 546,700	£ 3,512,380
<b>Public Sector Decarbonisation Scheme (External funding)</b>	£ 0	£ 3,005,350	£ 0	£ 0	£ 0		£ 3,005,350
<b>Total Investment (Internal &amp; External funding)</b>	£ 690,000	£ 3,590,930	£ 585,580	£ 285,000	£ 285,000		£ 7,063,850

# Programme Roadmap

The Council has declared a commitment to be net carbon zero by 2050. Whilst our aspirations are high to reduce this as much as possible we acknowledge we can not reach net zero without some carbon sequestration or offsetting. This also forms a key role within the plan.

The Roadmap shows the projected reduction in Staffordshire County Council's operational emissions. The reduction is based around targets and legislative changes that have already been or will soon to be set by Central Government through consultations, industry developments and economic drivers. The authority understands that there will potentially be further changes to mechanisms the drive decarbonisation across the energy and transport sectors.





## **Corporate Overview and Scrutiny Committee - Tuesday 25 October 2022**

### **Climate Change Working Group – Update**

#### **Recommendations**

I recommend that the Committee:

- a. Note the update report; and
- b. Consider how to progress scrutiny of climate change.

#### **Report of the Climate Change Working Group Chair, Councillor Samantha Thompson**

#### **Summary**

1. The paper presents a summary of activity, findings from evidence gathered, and the current position for the Climate Change Working Group (CCWG).

#### **Background**

2. The County Council declared a climate change emergency in 2019 and set up an all-party group to review progress and suggest initial ideas to reduce the County Council's CO2 emissions. This resulted in the publication of the Climate Change Action Plan (CCAP) in November 2020. An officer project group met regularly to monitor progress of the Action plan.
3. On 7<sup>th</sup> September 2021 this committee considered the Climate Change Annual Report (2021) and the draft Climate Change Action Plan 2 (CCAP 2). Cabinet agreed the plan on 20 October 2021 which is current to 2025. It will be reviewed yearly to ensure that it continues to be fit for purpose.
4. When Corporate Overview and Scrutiny Committee considered the Staffordshire County Council's Annual Climate Change report 2021, a 25% reduction in carbon emissions from 2018/19 to 2019/20 was noted. This significant reduction in annual emissions was unlikely to be replicated year on year, and slower progress was anticipated due to the nature of the challenge before the authority. The Committee established a working group to scrutinise and inform Staffordshire County Council's approach to climate change.
5. The working group aimed to scrutinise actions, challenge decision makers, and consider best practice to ensure the Council was doing all it can to

tackle climate change, and to identify how it will achieve net zero by 2050, with an aim to consider how to do this by reducing the emissions from Council services, working with others to lower emissions, and helping to create a county which is more resilient to climate change.

6. Membership of the working group consisted of: Councillors Charlotte Atkins, Tina Clements, Jeremy Pert, Bernard Peters and Conor Wileman (Chair). Councillor David Smith joined the group in December 2021.
7. The Working Group (CCWG) met on three occasions last municipal year:
  - a. 17 November 2021 – Scene setting and CCWG focus
  - b. 7 January 2022 – Scope and prioritisation of Key Lines of Enquiry
  - c. 3 March 2022 – Evidence gathering: Inquiry session
8. At the first meeting CCWG identified several key lines of enquiry including:
  - a. Embedding Net Zero commitment in Staffordshire County Council.
  - b. The transition from petrol/diesel vehicles to electric, hybrid and hydrogen vehicles in Staffordshire.
  - c. The decarbonisation of heating buildings and District and Borough Council local plans.
  - d. The advantages of the green revolution – innovations and skills.
  - e. The Waste Strategy best practice and links to the CCAP2.
  - f. District and Borough Councils working together on Climate Change.
  - g. Carbon sequestration.
9. The CCWG agreed not to look at biodiversity and natural environment and the NHS's approach to Climate Change.
10. At a meeting on 7 January 2022, the CCWG considered the scene setting and scope report, to prioritise what to look at first. Reducing the County Council's carbon footprint was considered the first priority to scrutinise.
11. At the inquiry session on 3 March 2022, Members received an overview of the recently established 'Staffordshire Sustainability Board' (SSB) terms of reference, which was presented by the Cabinet Member and Chair of the SSB, Councillor Simon Tagg. The Group invited Directors of Corporate Services, Economy, Infrastructure and Skills, Families and Communities, and Health and Care to provide presentations and respond to questions on the approach to Climate Change, 'reducing the County Council's carbon footprint':
  - a. What has been achieved so far?
  - b. What has been done well?
  - c. What are the barriers/blockages?

d. What more can be done?

12. The evidence gathered in the Inquiry session on 3 March 2022 highlighted the breadth of initiatives and projects undertaken, ongoing and planned in Staffordshire County Council to reduce the carbon footprint. The evidence demonstrated the following was in place or planned:

- a. Leadership and plan in place.
- b. Energy Efficiency schemes: change lighting; replacement boilers.
- c. Projects: e.g., Air Aware Project air quality.
- d. Different ways of working: remote meetings; reduce travel; paperless.
- e. Different ways to get about: active travel.
- f. Encourage use of green spaces: outdoor activity.
- g. Use and development of new technologies: EV, solar.
- h. Use of green products/tools: environmentally friendly.
- i. Recycle and waste reduction.
- j. Carbon offsetting: tree planting, biodiversity.
- k. Awareness and changing behaviours.

13. The emerging challenges were identified:

- a. Sustainable options cost more.
- b. Lack of budget makes procurement of sustainable options and change prohibitive.
- c. Infrastructure not available.
- d. Some technology not available or cost makes it prohibitive.
- e. Changing the culture – climate change not seen as a priority.
- f. Building changes and retrofit.

14. What more can be done:

- a. CCAP2 highlights future plans.
- b. Share what we do well.
- c. Consider good practice examples from partners and Las.
- d. Member and culture change.

15. Corporate Overview and Scrutiny Committee received an update report from the Climate Change Working Group on 21 June 2022. The Group had agreed to invite the Local Government Association and other Local Authorities to share best practice case studies before drafting its report and recommendations. At the meeting it was explained that Councillor Conor Wileman had not been re-appointed to the Committee and Vice Chair Councillor Samantha Thompson was appointed CCWG Chair for the municipal year.

16. The Working Group next met on 28 September 2022 to evaluate the evidence gathered so far and to receive presentations from the LGA, Brighton and Hove and Cambridgeshire Councils on best practice case studies relating to Cycling and Walking Infrastructure Plan (LCWIP) and Climate Change Engagement Policy. Due to unforeseen circumstances on the day of the meeting the LGA could not attend to provide the presentation relating to the LGA Climate Change Sector Support Programme. The proposed debate to draw conclusions from evidence gathered relating to the Councils carbon reduction and how to influence investments and pace of change to meet 2050 target was deferred.
17. Members of the Working Group voiced concerns that the group had not achieved its ambition, that the membership of the working group was not wide enough and that meetings were not in public. It was suggested that Corporate Overview and Scrutiny Committee give consideration to recommend the establishment of an overview and scrutiny committee with remit for Climate Change and Environmental issues.
18. There was clarification that the Staffordshire Sustainability Board considered climate change matters across the County with representation from the County and each District and Borough Council and was not a public meeting, that the Climate Change Scrutiny Working Group focus was on Staffordshire County Council and was not a public meeting and that Corporate Overview and Scrutiny Committee maintained overview of the Climate Change Annual report and Climate Change Action Plan and that this was a public meeting.
19. It was understood that the Staffordshire Sustainability Board (SSB) has continued to develop its role and strengthen its work programme since establishment in December 2021, working with District and Borough Councils and partners to support and inform the Climate Change Action Plans and Strategies across Staffordshire. The SSB has set a clear focus for the next 12 months and was working on the delivery model with input and advice from an Officer group that sits under the Board.

### **Link to Strategic Plan**

20. The information in this report has a direct link to the Council's Strategic Plan as Climate Change is one of the four core principles which help shape all that we do.

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

21. The working group has taken into consideration any scrutiny undertaken by the Corporate Overview and Scrutiny Committee and Health and Care Overview and Scrutiny Committee when climate change was considered.

## List of Background Documents / Appendices:

N/A

## Contact Details

<b>Report Author:</b>	Deb Breedon
<b>Job Title:</b>	Interim Scrutiny and Support Manager
<b>Telephone No.:</b>	01785 276061
<b>E-Mail Address:</b>	<a href="mailto:deborah.breedon@staffordshire.gov.uk">deborah.breedon@staffordshire.gov.uk</a>



## **WORK PROGRAMME**

### **Corporate Overview and Scrutiny Committee – 2022/2023**

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

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

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

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

#### **Councillor Colin Greatorex**

Chairman of the Corporate Overview and Scrutiny Committee

If you would like to know more about our Work Programme or how to raise issues for potential inclusion on a Work Programme, then please contact Mandy Pattinson, Scrutiny and Support Officer ([mandy.pattinson@staffordshire.gov.uk](mailto:mandy.pattinson@staffordshire.gov.uk))

**Work Programme 2022/2023**

Date of Meeting	Item	Details (Background)	Action / Outcome
<del>6 June 2022</del>	Reserved for Call In - cancelled		
21 June 2022	<b>Work Programme -</b> Members: Alan White/Ian Parry Officers: John Tradewell/Rob Salmon	Development of the work programme for 2022/23	That the draft Work Programme for 2022/23 be agreed.
	<b>Appointment of the Medium-Term Financial Strategy Working Group</b> Officers: Mandy Pattinson		Councillors C Greatorex (Chairman), B Peters, C Atkins, J Pert, G Heath, S Thompson and J Oates.
Page 148	<b>Climate Change Working Group Update</b> Officer: Deb Breedon	To receive an update report	<ul style="list-style-type: none"> <li>a) That the membership comprise: Councillors C Atkins, T Clements, J Pert, B Peters, D Smith and S Thompson. C Wileman to be invited to remain as a member.</li> <li>b) Chairman - Councillor S Thompson.</li> </ul>
	<b>Boundary Commission Review – update</b> Chairman verbal report		<ul style="list-style-type: none"> <li>a) That the Committee continue to receive updates at its future meetings.</li> <li>b) That the Committee view the Consultation plan at the earliest opportunity, specifically the ways of engaging with older people; those not happy with completing forms on line; BME communities; the rural communities; and how Parish councils could help to publicise the consultation.</li> </ul>

**Work Programme 2022/2023**

Date of Meeting	Item	Details (Background)	Action / Outcome
<del>4 July 2022</del>	Reserved for Call In	Cancelled.	
2 August 2022	<b>Integrated Performance Report – Quarter 1</b> Members: Alan White/Ian Parry Officers: John Tradewell/Rob Salmon	Quarterly report. To include information on the Household support fund.	<ol style="list-style-type: none"> <li>1. Information on the anticipated impact of the £3.046m reduction in Carriageway/other maintenance, be included in the next performance report.</li> <li>2. It was requested that the Cabinet member for Health and Care look at the 'Workforce Strategy' and ensure that, where possible, it included Health Partners.</li> <li>3. Information on the 'Maintained schools forecast spend' and the new developer contributions of £2.094m which remained unallocated, be included in the next performance report.</li> </ol>
	<b>Boundary Commission Review – update</b> Officers: Chris Ebberley/Kerry Dove/Katie Marshall	Update	Noted the report.
<del>8 August 2022</del>	Reserved for Call In	Cancelled	
<del>2 September 2022</del>	Reserved for Call In	Cancelled	
13 September 2022	<b>Overview and Scrutiny Work Programmes</b> Overview and Scrutiny Chairman	To ensure communication between the committees and no duplication	<ol style="list-style-type: none"> <li>a) Prosperous Overview and Scrutiny Committee take the lead on air quality and invite Health O&amp;S members to attend.</li> <li>b) Highways transformation programme - the Contract side</li> </ol>

**Work Programme 2022/2023**

Date of Meeting	Item	Details (Background)	Action / Outcome
			of the transformation should be considered by Corporate O&S and the Monitoring of performance would remain with Prosperous O&S Committee.
Page 150	<b>Boundary Commission Review – update</b> Officers: Chris Ebberley/Kerry Dove/Katie Marshall		a) That the progress on the County’s Electoral Review be noted. b) That the comments and suggestions from the Committee as listed in the minutes be referred to Cabinet for consideration.
	<b>Governance review – update</b> Cabinet Member: Alan White Officers: Kate Loader		The report was noted, and a further report was added to the work programme for December 2022.
7 October 2022	Reserved for Call In	Cancelled	
25 October 2022	<b>1. Corporate Complaints Annual Report 2021/22.</b> <b>2. LGSCO Annual Report</b> Member: Alan White Officers: John Tradewell/Kate Bullivant	Annual reports	
	<b>Climate Change Working Group Update</b> Chairman: S Thompson Officer: Deb Breedon		

**Work Programme 2022/2023**

Date of Meeting	Item	Details (Background)	Action / Outcome
	<b>Climate Change Annual report and action plan</b> Member: Simon Tagg Officers: Clive Thompson/James Cartwright	Pre decision scrutiny. Annual report	
Page 151	<b>Integrated Performance Report – Quarter 2</b> Members: Alan White/Ian Parry Officers: John Tradewell/Rob Salmon/Kerry Dove	Regular quarterly report	
	<b>Entrust – Review of changes</b> Member: Mark Deaville Officers: Ian Turner	Decision taken to change contract at June Cabinet – O&S to scrutinise changes and implications.	
7 November 2022	Reserved for Call In		
12 December 2022	<b>Equality, Diversity and Inclusion - Principles, Objectives and Action Plan update (to include gender pay gap update)</b> Member: Alan White Officers: Sarah Getley/Kerry Dove	Requested by members	
	<b>Governance review – update</b> Cabinet Member: Alan White Officers: Kate Loader	Follow on report form 13 September 2022	
	<b>Communities Strategy</b> Cabinet Member: Victoria Wilson	Pre decision scrutiny	

**Work Programme 2022/2023**

Date of Meeting	Item	Details (Background)	Action / Outcome
	Officers: Kerry Dove/Catherine Mann		
10 January 2023	Reserved for Call In		
17 January 2023	<b>Overview and Scrutiny Work Programmes</b> Overview and Scrutiny Chairman	To ensure communication between the committees and no duplication	
Page 152	Scrutiny of the <b>Local Enterprise Partnership</b> (including governance arrangements). Officer - Lucy Sefton	Annual scrutiny. Date to be agreed with LEP.	
	<b>MFTS 2022-2027 Working Group Report</b> Chair of COSC - Cllr Greatorex Rob Salmon/Rachel Spain		
10 February 2023	Reserved for Call In		
27 February 2023	<b>Quarterly Integrated Performance report (Quarter 3)</b> Members: Alan White Officers: John Tradewell/Rob Salmon/Kerry Dove	Regular quarterly report	
	<b>Peoples strategy – update</b> Members: Alan White/Ian Parry Officers: John Tradewell/Sarah Getley	Pre decision scrutiny – Cabinet in March	
	<b>TBC Boundary Commission Review – update</b>		

### Work Programme 2022/2023

Date of Meeting	Item	Details (Background)	Action / Outcome
	Officers: Chris Ebberley/Kerry Dove/Katie Marshall		
6 March 2023	Reserved for Call In		
3 April 2023	Reserved for Call In		
11 April 2023			
8 May 2023	Reserved for Call In		

### Items for Consideration or needing more detail– Work Programme 2022/2023

Suggested Item	Details (Background)	Proposed Date of Meeting
Page 153 Digital – in 2021/22 work programme	Audit committee considering audit review recommendations. In prosperous work programme. Social Care aspect of digital in Health O&S work programme	
Civil Contingency's	Raised by the Leader at triangulation – Officer Tracey Thorley. More information needed	
Leaders Board for Staffordshire	Raised by the Leader at triangulation – Officer Keith Luscombe. More information needed	
Governance – review of partnerships	<ul style="list-style-type: none"> <li>AMEY – Prosperous committee looking at performance and contract – April 2022.</li> <li>Nexus – no changes proposed</li> <li>Entrust – part of Gov review</li> </ul> Currently a governance review working group (officers-lead by internal audit). Possible – briefing paper with update on current position September. Date to be confirmed	Entrust (October 2022) Arms length companies – 13 September. Outside bodies to be reviewed by Governance working group – report to this committee 13/09/22 and 12/12/22

**Items for Consideration or needing more detail– Work Programme 2022/2023**

<b>Suggested Item</b>	<b>Details (Background)</b>	<b>Proposed Date of Meeting</b>
Governance of ICU and Strategic partnerships	Chair to discuss with Cllr Pert – currently in Health WP	

**Standing Items 2022/2023**

<b>Item</b>	<b>Details (Background)</b>	<b>Action / Outcome</b>

**Briefing Notes / Updates / Visits 2022/2023**

<b>Date</b>	<b>Item</b>	<b>Details (Background)</b>	<b>Action / Outcome</b>
19 September - informal teams meeting	Data sharing	Members requested information on the way we share data with partners / good working practices etc.  Officers: Natalie Morrissey/Kerry Dove	Work shop- teams. Presentation: <ul style="list-style-type: none"> <li>• process</li> <li>• examples</li> <li>• improvements</li> </ul>

**Working Groups / Inquiry Days 2022/2023**

MTFS Working Group 2022/23	<ul style="list-style-type: none"> <li>• Cllr C Greatorex (Chair)</li> <li>• Cllr B Peters</li> <li>• Cllr C Atkins</li> <li>• Cllr J Pert</li> <li>• Cllr G Heath</li> <li>• Cllr S Thompson</li> <li>• Cllr J Oates</li> </ul>	<ul style="list-style-type: none"> <li>• Information – Training 1 August 2022</li> <li>• On going</li> </ul>
Climate Change Working Group	Membership (confirmed June 2022) <ul style="list-style-type: none"> <li>• Cllr S Thompson</li> <li>• Cllr C Wileman</li> <li>• Cllr C Atkins</li> <li>• Cllr T Clements</li> <li>• Cllr J Pert</li> <li>• Cllr B Peters</li> </ul>	17 November 7 January – scoping meeting Information gathering – Jan- March (dates tbc) Update to COSC June Information gathering – 28 September Update report – October 2022

**Briefing Notes / Updates / Visits 2022/2023**

Date	Item	Details (Background)	Action / Outcome
	<ul style="list-style-type: none"> <li>D Smith</li> </ul>		

**Membership – County Councillors 2022-23**

Colin Greatorex (Chairman)  
 Samantha Thompson (Vice Chairman - Overview)  
 Gill Heath (Vice Chairman - Scrutiny)  
 Charlotte Atkins  
 Tina Clements  
 Mike Davies  
 John Francis  
 Jeremy Oates  
 Jeremy Pert  
 Bernard Peters  
 Kath Perry  
 Bob Spencer  
 Mike Worthington

**Calendar of Committee Meetings - 2022-2023**

<del>6 June 2022</del> Reserved for Call In
21 June 2022
<del>4 July 2022</del> Reserved for Call In
2 August 2022
<del>8 August 2022</del> Reserved for Call In
<del>2 September 2022</del> Reserved for Call In
13 September 2022
<del>7 October 2022</del> Reserved for Call In
25 October 2022
7 November 2022 Reserved for Call In
12 December 2022
10 January 2023 Reserved for Call In
17 January 2023
10 February 2023 Reserved for Call In
27 February 2023
6 March 2023 Reserved for Call In
3 April 2023 Reserved for Call In
11 April 2023
8 May 2023 Reserved for Call In

