

## **Corporate Overview and Scrutiny Committee**

Tuesday 9 May 2023

**14:30**

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  
27 April 2023

---

### **Agenda**

1. **Apologies**
2. **Declarations of Interest**
3. **Minutes of the meeting held on 11 April 2023** (Pages 1 - 4)
4. **Corporate Delivery Plan 2023/24** (Pages 5 - 30)  
Report of the Leader of the Council.
5. **Update on Progress Made Within Children and Families Directorate Following Cabinet Investment** (Pages 31 - 36)  
Report of the Cabinet Member for Children and Young People.
6. **Volunteering for Staffordshire County Council** (Pages 37 - 88)  
Report of the Cabinet Member for Communities and Culture.
7. **Work Programme** (Pages 89 - 104)
8. **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”.

## 8. Exclusion of the Public

---

### **PART TWO**

(All reports in this section are exempt)

| <b>Membership</b>                  |   |
|------------------------------------|---|
| 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                       | Nigel Yates                               |
| Kath Perry, MBE                    |   |

### **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 11 April 2023**

Present: Colin Greatorex (Chair)

| <b>Attendance</b>                  |   |
|------------------------------------|---|
| Mike Davies                        | Bernard Peters                            |
| Gill Heath (Vice-Chair (Scrutiny)) | Samantha Thompson (Vice-Chair (Overview)) |
| Kath Perry, MBE                    | Mike Worthington                          |
| Jeremy Pert                        | Nigel Yates                               |

**Also in attendance:** Councillor Alan White.

**Officers:** Tracy Thorley and Chris Ebberley.

**Apologies:** Tina Clements, John Francis and Ian Parry (Cabinet Member).

**PART ONE**

**59. Declarations of Interest**

Councillors Pert and Perry declared an interest in agenda item 5 (Outside Bodies Update report) as representatives on outside bodies.

**60. Minutes of the meeting held on 27 February 2023**

**Resolved:** – That the minutes of the meeting held on 27 February 2023 be confirmed as a correct record and signed by the Chairman.

**61. Civil Contingencies Update**

The Leader of the Council introduced the report which outlined the partnership structure; the Local authorities' responsibilities; and the partnerships key priorities. A copy of the County Councils Civil Contingencies Policy (February 2023) was also considered.

The Committee was informed that several key multi agency exercises had taken place over recent months including potential wide scale flooding; national power outages; fuel disruption and energy shortages. The results of the exercises had been used to update and improve response procedures and plans for both the County Council and the Staffordshire Resilience Forum (SRF).

The main issues discussed by members were:

- There were combined plans and tests through the SRF and individual partners had their own plans such as the County Councils Civil Contingencies Policy.
- The Civil Contingencies Act came into force in 2004. A recent government review had taken place, the results of which would be published soon.
- A communications plan was being developed, to enable better communications with elected members should an emergency happen. This would help members to know what was expected; their role; and how to communicate with the public and their communities.
- Members felt that cyber-attacks and contingencies for no or reduced technology needed to be considered. It was reported that an in-house exercise had recently taken place which considered this scenario. The results of this would be shared with the committee.
- Lack of funding and Multiple regression such as two events taking place at the same time needed to be considered. Officers agreed to raise this with partners at a future meeting. Concurrent exercises were arranged where 2 scenarios were run simultaneously during an exercise.
- Benchmarking was done whenever possible and learning was shared.
- Each local SRF was setup differently depending on local circumstances.
- The next piece of work for the CCU would be on the voluntary sector. A discussion took place on the need to encourage more volunteers of different ages, as all partners tend to pull on the same volunteer set. The Councils HR team were currently capturing staff skills in order to tap into this under used resource. Work was also taking place to train managers in flexible leadership so that resources could be released to help support projects/partners when needed.
- Exercises were carried out both live and some virtual, depending on need. A copy of the 3-year programme would be shared with the committee.
- Key priorities for the SRF partnership were outlined in the report.
- It was felt that Chemical, Biological, Radiological and Nuclear (CBRN) issues should have a standalone plan. A link to the current SRF plan will be shared with committee.
- Cyber security and backup systems was discussed. Mobile phone connectivity and if there was a relationship with satellite providers (e.g. Starlink) which would enable a short term move away from grounds based systems. Future exercises were being developed that would test telecommunications; supply chain failure and 'cloud' technology.
- Cross boundary working did take place when needed and staff were transferred as part of mutual aid requests when necessary to help neighbouring areas.
- There was a discussion on the need to review the plan on an annual basis as suggested in the report. Members felt that this would be best reviewed through the Audit and Standards Committee as it was part of

their assurance and compliance work. The Chairman of the Audit and Standards Committee (Cllr Worthington) agreed to the suggestion and suggested that it be reviewed on a three yearly basis to fit in with the SRF review of plan/procedures/Policy.

- It was felt that an explanation of 'Gold' command and their responsibility and how this position was appointed, needed to be included in the policy along with a guide to how liaising with partners should work. This would help to reduce duplication of effort, through improved communication.
- It was felt it would be useful to hold Memorandum of Understanding (MOUs) with Parish Councils for the requestion of their buildings if required during an emergency. It was recognised this would fall to District/Borough Councils and officers will flag to the SRF.

### **Resolved:**

- a) That the review of the Civil Contingencies Policy be noted.
- b) That a list of legislation which covered Civil Contingences be shared with the Committee, for information.
- c) A copy of the current SRB plan and the 3-year programme would be shared with the committee.
- d) A link to the results of the recent Cyber attacks and contingencies exercise, be shared with the Committee.
- e) That the following be added to the Policy;
  - A reference to CBRN;
  - A definition of Gold command and how this is appointed;
    - Reference to MOUs and any agreed approach to the use of buildings/ resources etc to avoid duplication.
- f) That the Audit and Standards Committee be requested to include the Civil Contingencies Policy review of processes, in their work programme at an appropriate time (normally every three years).

## **62. Governance - Outside Bodies Update**

The Leader of the Council and the Head of Member and Democratic Services, introduced the report which detailed the work undertaken to establish if the list of Outside Bodies, which the Council appointed members to, was still current and adding value to the work of the Authority. The report followed a previous report to the Committee in December 2022 which had considered a separate piece of work on the Local Authority Trading Companies (LATCos).

A discussion was held on the merit of appointed members, reporting back to the Leader, or providing reports to other members to share their knowledge. Generally, it was felt that this was unnecessary and that any significant issues could be raised with the most appropriate lead member. An example was shared of an issue with University Hospital Derby and Burton being shared with the Chair of the Health Overview and Scrutiny Committee rather than raising with the Leader. The Leader reminded members that he, or the Member and Democratic Services team were always available should a

representative on an outside body need support or have a concern relating to their appointment.

The following bodies were specifically discussed:

- Campions Wood Quarry Liaison Committee – Mrs Perry attended this meeting on a regular basis and was concerned that it was on the red list, as she felt it was still active.
- Bermersley Civic Amenities Site Management Committee – Councillor Yates felt that this body was still needed. It was reported that this had stopped operation some time ago.
- Poplars Landfill Site Liaison Committee – There seemed to be some confusion with the Committee organisers over Council representation, with the substitute member being invited in place of the formal member.

It was agreed that the above 3 Committees would be investigated further.

**Resolved:**

That the Leader of the Council be recommended to:

- a) All of the outside bodies highlighted in red on the list appended to the report be reviewed again to ensure that they are no longer needed and then if not required, be removed from the annual appointments list.
- b) That the outside bodies highlighted in amber on the list appended to the report be continually reviewed.
- c) That there is a review of Outside Bodies taking place in the first year after SCC elections which should include a survey to SCC elected members who are appointed to them. Each year thereafter a review takes place with the Outside Bodies themselves.
- d) That the list of outside bodies be published on the council's website for information.

**63. Work Programme**

The next meeting of the Committee would be held on 9<sup>th</sup> May 2023 at 2.30pm

**Resolved:** That the Work Programme be noted.

**Chairman**

## **Corporate Overview and Scrutiny Committee - Tuesday 09 May 2023**

### **Corporate Delivery Plan 2023/24**

#### **Recommendations**

I recommend that the Committee:

- a. Consider the attached draft Corporate Delivery Plan 2023/24, noting progress made in the development of this.
- b. Provide comments and feedback on the draft Corporate Delivery Plan 2023/24.

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

N/A

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

### **Summary**

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

1. The Committee is being asked to note progress made in developing the draft Corporate Delivery Plan 2023/24 and provide any comments and feedback on the detail contained within the Plan.

### **Report**

#### **Background**

2. Staffordshire County Council's Strategic Plan 2022-26 sets out what the council will be doing over the next three years to make Staffordshire a stronger and more vibrant place for people to live, work, visit and invest in. It details what we want to achieve and our continued direction of travel for the next three years and beyond, which is both ambitious for Staffordshire and its people but also realistic about the challenges ahead.
3. Our annual Corporate Delivery Plan for 2023/24, translates this strategy into action, setting out the key priorities and deliverables for the council over the next 12 months. The plan includes clear measures and articulates what success looks like across these priorities.

4. The Plan will be closely monitored by Cabinet, the Senior Leadership Team and the Corporate Overview and Scrutiny Committee, alongside our Medium-Term Financial Strategy, as part of the Integrated Performance Report, to make sure the organisation is performing and achieving what we have set out to achieve.
5. While the Corporate Delivery Plan identifies a number of priorities, it does not aim to capture the enormous range of work going on across the council every day, which impacts and benefits the people, communities and businesses of Staffordshire. Underneath the Delivery Plan, each area of the council will have annual team or service plan that details work in that specific area.

### **Corporate Delivery Plan 2023/24**

6. The Corporate Delivery Plan outlines the key projects and activities across the organisation aligned to the five strategic priorities, 'How we Work' Statements and the Pledge which will contribute to delivering against the Strategic Plan 2022-26. The Plan is attached at Appendix 1. A selection of activities from each area is included:

#### **Support Staffordshire's economy to grow, generating more and better paid jobs**

- a. Work with our partners to level up our town centres through targeted physical regeneration interventions.
- b. Create an environment that opens the door to teams delivering inward investment, increased visitor economy to further support prosperity in Staffordshire and raises positive awareness of and instil pride in the Staffordshire 'place brand' reputation.
- c. Support more people to start and grow their own business in Staffordshire.

#### **Tackle climate change, enhance our environment and make Staffordshire more sustainable**

- a. Manage and develop Staffordshire's waste to resource functions across the county, contributing towards Staffordshire's sustainability strategy.
- b. Support Staffordshire's businesses to achieve long term sustainability and maximise their business opportunities, through innovative environmental activity and energy usage reduction.

#### **Encourage good health and wellbeing, resilience and independence**



- a. Recommission Supported Living as an outcome-based model and ensure that care promotes independence.
- b. Work with care providers to showcase best practice in the use of new technologies.
- c. Work collaboratively to promote health and wellbeing in all we do, as well as ensuring effective and up to date information, advice and guidance on health and wellbeing.

### **Fix more roads, and improve transport and digital connections**

- a. Enable the sustainable development, improvement and management of Staffordshire's built environment, including work to support delivery of a new vision for Staffordshire's Highways.
- b. Produce an ambitious and innovative Local Transport Plan and develop our Bus Strategy Improvement Plan for Staffordshire.
- c. Enable and accelerate delivery of gigabit capable technologies and infrastructure to increase access and adoption.

### **Offer every Staffordshire child and young person the best start in life**

- a. Work with families to build resilience, improve parenting and offer support at the earliest possible opportunity within the system.
- b. Work with partners to deliver a range of activities including improvement work, transformation and operations management to deliver the outcomes identified in the SEND APP.

### **Live within our means and deliver value for money**

- a. Implement a new model of online and supported online financial assessments
  - b. Continue to build on the successes of establishing the Staffordshire Leaders Board and its associated programmes of work
7. The Corporate Delivery Plan also captures key activity across each of our corporate enablers that will contribute to delivering against the Strategic Plan 2022-26.

### **Communities**

- a. Build on our approach to working with communities through the delivery of the 2023 Communities Plan, as well as working with residents, communities, businesses and partners to develop a more long-term, aspirational Communities Strategy for Staffordshire.

### **Workforce**

- a. Continue to deliver against the priorities established in the People Strategy for 2023/24.

## **Digital**

- a. Guide and support the organisation to maximise the opportunities technology and data provide which will help to improve service delivery and business transformation, including the development and delivery of an innovative Digital Strategy and Programme.
8. It is expected that the Corporate Delivery Plan will evolve and change throughout the year to reflect the ever-changing environment and context that local government operates in. Some priorities are expected to be completed and closed within the year, whilst others may continue to be delivered into next year's Corporate Delivery Plan. All changes will be reflected and agreed via the Integrated Performance process.

## **Integrated Performance Process**

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

## **Conclusion**

10. The Corporate Delivery Plan 2023/24 translates the Strategic Plan into a clear set of deliverables, measures, and targets for the next 12 months. Progress will be monitored and reviewed on a quarterly basis via the Integrated Performance process.

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

11. The Corporate Delivery Plan links to previous activity undertaken by Corporate Overview and Scrutiny Committee concerning the Strategic Plan the Medium-Term Financial Strategy and individual priorities outlined in the Corporate Delivery Plan.

## **Community Impact**

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

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

Appendix 1 – Draft Corporate Delivery Plan 2023/24

## **Contact Details**

**Assistant Director:** John Tradewell, Director for Corporate Services

**Report Author:** Alex Thorogood

**Job Title:** Head of Change

**Telephone No.:** 07854388647

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



Corporate Delivery Plan 2023/24 v2.0

**Support Staffordshire's economy to grow, generating more and better paid jobs**

| Strategic Objective   | Summary  | What success will look like in 2023/24   | How we will measure success? (KPIs/Milestones)  | Directorate                      | Cabinet Lead   | SLT Lead       | WLT Lead          |
|---|--|--|---|----------------------------------|----------------|----------------|-------------------|
| Celebrate Staffordshire on the regional, national and international stage as a great place to live and work | <b>Place Marketing:</b><br>Through delivery of value-add events, PR and profile-raising activities, create an environment that opens the door to teams delivering inward investment, increased visitor economy to further support prosperity in Staffordshire and raises positive awareness of and instil pride in the Staffordshire 'place brand' reputation. | Greater reach and influence for We Are Staffordshire, through connected leaders and big brands endorsing our work/opening doors.<br><br>Confidence from our Leaders Board, representing the wider county, on the vision and progress of We Are Staffordshire.<br><br>A network of engaged people actively accessing and using We Are Staffordshire materials and forged new relationships with key stakeholders and audiences at county level.<br><br>Staffordshire businesses and brands are equipped to tell our story and feel proud to be part of the WAS journey.<br><br>Increased positive awareness/profile of Staffordshire at regional, national and international level. | Partner/Place Board/sentiment or satisfaction survey scores (Target: 90% or above)<br><br>% of the Place Board actively contributing to key strategic plans/decision making (Target: 80% or above)<br><br>Number of downloads from the new online toolkit (e.g. investment prospectus, liveability brochure, Ambassador email signatures). (Target: 25% increase)<br><br>Website visitor numbers (Target: 25% increase)<br><br>Number of Social media account followers (Target: 50% increase)<br><br>Ambassador numbers for 2023-24 (Target: 10% increase) | Corporate Services               | Alan White     | John Tradewell | Cristian Marcucci |
| Invest in infrastructure that improves everyday life across Staffordshire                                   | <b>Levelling Up Fund 2:</b><br>Delivery of Levelling Up Fund 2 Projects  | Delivery of Levelling Up Fund 2 projects, including:<br><br>- Unlocking development of the major road network<br>- Access for all, along the major road network<br>- Green bus routes, serving the major bus network   | Delivery of the Levelling Up Fund 2 Projects within time and budget.  | Economy, Infrastructure & Skills | David Williams | Darryl Eyers   | Clive Thomson     |
|   | <b>Town Centres:</b><br>Work with our partners to level up our town centres through targeted physical regeneration interventions.  | Eastgate Regeneration proposals - Procurement of preferred Development Partner by end of December 2023<br><br>External funding achieved.<br><br>A pipeline of opportunities will be established with our local planning authorities and other partners where relevant (e.g. strategic one public estate sites / premises).   | <b>May 2023</b> -Eastgate procurement launch<br><br><b>December 2023</b> - Appointment of development partner.  | Economy, Infrastructure & Skills | Philip White   | Darryl Eyers   | Anthony Hodge     |
| Start Ups & Step Up   | <b>Start Up Programmes:</b><br>Support more people to start and grow their business as a priority, through a variety of programmes to suit individuals with different needs.   | Work with partner organisations to create new programmes with a variety of options for all those wanting to start a business in the County.<br><br>Achievement of the start-up programme targets<br><br>Establishment of new start up programmes which meet the needs of all people in Staffordshire   | Number of businesses approved for the Get Started and Grow Scheme<br><br>Number of businesses approved for My Own Boss Programme<br><br>Annual business start up rate   | Economy, Infrastructure & Skills | Philip White   | Darryl Eyers   | Anthony Hodge     |
|   | <b>Enterprise Centres:</b><br>Support existing businesses to thrive and grow in Staffordshire.   | Develop new business premises across the county according to need, working with other county council departments such as regeneration and highways to explore new options for enterprise centres.<br><br>Achievement of the occupation targets of the enterprise centres, and a continuation of the work with property services to move tenants onto 5 year leases.<br><br>Establish a county wide network of innovation space, to work alongside enterprise centres but to provide flexible space for individuals and businesses to create new products and services  | Occupation in all 8 existing enterprise centres (Target: 85% or above)<br><br>Establish a team to explore potential innovation spaces across the county and create business cases for funding.  | Economy, Infrastructure & Skills | Philip White   | Darryl Eyers   | Anthony Hodge     |

|   |   |  |  |   |                        |                     |                       |
|---|---|--|--|---|------------------------|---------------------|-----------------------|
| <p>Higher Paid &amp; Higher Skilled Jobs</p>  | <p><b>Employee Skills Partnership Apprenticeship &amp; Technical Skills Adult Learning &amp; Skills 'Staffordshire Jobs &amp; Careers' brokerage:</b><br/>Enable young people and adults to get the training and skills so they can have a successful career and that employers have the right skills to help their business be competitive and Staffordshire's productivity grows.</p> | <p>Staffordshire young people in FE 16-18 with aspirations to start their own business will receive training and support through the Ignite business start-up programme.<br/>A report identifying recommendations in supply of skills &amp; enterprise programmes.<br/>Improved supply and demand through better and sustained employer engagement</p>   | <p><b>August 23</b> - Ignite project completed.<br/><b>May 23</b> -Enterprise skills supply study completed<br/><b>August 23</b> - LSIP completed May 23/Staffs Skills Strategy completed.<br/>Number of young people completing the Ignite Programme</p>  | <p>Economy, Infrastructure &amp; Skills</p> | <p>Philip White</p>    | <p>Darryl Eyers</p> | <p>Tony Baines</p>    |
|   |   | <p>The increase in levy spend and the reduction of expired levy will be maintained. More teams will use the apprenticeship route to fill vacancies and recruit new talent into the Council. All funds available via the Transfer of Levy will be shared with Staffordshire businesses that cannot access apprenticeship funding from elsewhere.</p>  | <p>Levy spend (Target: 4% increase).<br/>T Level placements secured (Target: 6)</p>  | <p>Economy, Infrastructure &amp; Skills</p> | <p>Philip White</p>    | <p>Darryl Eyers</p> | <p>Tony Baines</p>    |
|   |   | <p>A range of stable subcontractors/delivering on Multiply and Community and meeting the needs of Staffordshire residents.<br/><br/>The Multiply project is a programme of meaningful, targeted adult numeracy interventions, delivered at a local level to Staffordshire adults aged 19 years and above who have not previously obtained a recognised Level 2 or equivalent numeracy qualification.<br/><br/>The Programme aims to boost people's ability to use maths in their daily life at home and work to enable them to achieve a formal qualification that can open doors for them, such as into a job or progression to further study.</p>  | <p><b>April 2023</b> - Year 2 Multiply commences<br/><b>August 2023</b> - New Community Learning Framework (2023 - 2027) commences</p>   | <p>Economy, Infrastructure &amp; Skills</p> | <p>Philip White</p>    | <p>Darryl Eyers</p> | <p>Tony Baines</p>    |
|   |   | <p>Deliver the brokerage service, whilst continuing to deliver the Open Door programme as part of the wider offer.<br/><br/>Enable schools, colleges, training providers, and Universities to develop opportunities for progression to employment, also support, mentoring, work experience and broader careers activities and graduate retention.<br/><br/>Providing targeted support to disadvantaged and vulnerable residents, reducing demand on welfare benefits, plus health and care services.<br/><br/>Provide more opportunities for people getting good and better jobs.</p>   | <p><b>April 2023</b> - Agree performance management metrics and reporting format.<br/><b>May 2023</b> - Signed Up Skills digital web-based platform upgraded from Umbraco v7 to v10.<br/><b>July 2023</b> - Recruit second WMFRI Employment Broker.<br/><b>September 2023</b> - Develop a pledge membership offer for businesses.<br/><b>December 2023</b> - Develop an income generation plan.<br/><b>March 2024</b> - Renew digital platform licence</p> | <p>Economy, Infrastructure &amp; Skills</p> | <p>Philip White</p>    | <p>Darryl Eyers</p> | <p>Tony Baines</p>    |
| <p>Support businesses and the council through safeguarding and compliance advice.</p> | <p><b>Business &amp; Council Safeguarding and compliance support and Domestic Abuse &amp; Safe Accommodation Contract:</b><br/>Provide advice, guidance and business support that enables business compliance with the law.</p>   | <p>Trading Standards statutory responsibilities continue to be met.<br/><br/>Where appropriate proportionate enforcement actions lead to business compliance or successful prosecutions.<br/><br/>Effective advice and use of enforcement actions results in curtailed doorstep criminal activities to help safeguard vulnerable residents.<br/><br/>The Service will be high profile and have a positive impact on Council's reputation.<br/><br/>A recommissioned domestic abuse service for Oct 23.<br/><br/>Successful support and appropriate funding provided through existing arrangements to allow the continuation of service until the new service is in place.<br/><br/>Service provision for places of safe accommodation in place for October 23.</p> | <p>% of requests for advice serviced or completed (Target: 95%)<br/><br/>Value of detriment (to consumers) prevented by service actions (Target: £5M)<br/><br/>% of SCC positive media coverage achieved by Trading Standards (Target: 15%)<br/><br/>Successful tender process for domestic abuse and safe accommodation contracts.</p>  | <p>Economy, Infrastructure &amp; Skills</p> | <p>Victoria Wilson</p> | <p>Darryl Eyers</p> | <p>Catherine Mann</p> |

|  |   |   |  |   |                     |                     |                      |
|--|---|---|--|---|---------------------|---------------------|----------------------|
| <p>Enable businesses in Staffordshire to innovate and grow</p> | <p><b>Strategic Corridors:</b><br/> Ascertain if the emerging A50/A500 strategic corridor project has the potential to secure a bespoke innovation 'Deal' and lever in any additional investment over and above the existing prescribed Whitehall programmes.</p> | <p>This project will act as an enabler to align pan-regional partnerships with Staffordshire's priorities.</p> <p>Clear governance arrangements and direction of travel over strategy and delivery.</p> | <p>Successful delivery of corridor investment proposals.</p> <p>This is likely to gain increased momentum throughout the financial year, and Work Programme outputs / KPI's will be established as appropriate</p> | <p>Economy, Infrastructure &amp; Skills</p> | <p>Philip White</p> | <p>Darryl Evers</p> | <p>Anthony Hodge</p> |
|--|---|---|--|---|---------------------|---------------------|----------------------|

**Tackle climate change, enhance our environment, and make Staffordshire more sustainable**

| Strategic Objective  | Summary   | What success will look like in 2023/24  | How we will measure success? (KPI's & Key Dates)   | Directorate                      | Cabinet Lead    | SLT Lead     | WLT Lead       |
|--|---|---|--|----------------------------------|-----------------|--------------|----------------|
| Reduce SCC's carbon emissions to achieve Carbon Zero by 2050.  | <p><b>Climate Change Action Plan:</b><br/>Engage with internal staff and service departments on how we will meet the carbon baseline target and engage with our partners moving forwards.</p>   | <p>Delivery of current Action Plan 3 and development of new Action Plan 4.</p> <p>Production of the Annual Report for approval by Cabinet.</p> <p>Continue supporting the Staffs Sustainability Board.</p> <p>Continue with Senior Officers Group Meetings across County.</p> <p>Produce a climate change community fund.</p>   | <p>Carbon emissions compared with previous year (Target: aim to be below 28,000 Tonnes in this financial year)</p> <p>Development of action plan 4 and annual report</p> <p>Operate the Climate Change community fund.</p>   | Economy, Infrastructure & Skills | Simon Tagg      | Darryl Evers | Clive Thomson  |
|  | <p><b>Supporting the Economy to Become Net Zero:</b><br/>Support Staffordshire's businesses to achieve long term sustainability and maximise their business opportunities through innovative environmental activity and energy usage reduction.</p>   | <p>Increased awareness and understanding of the business carbon footprint.</p> <p>Practical support and provision of tools has enabled businesses to improve their environmental performance.</p> <p>SBEN membership has seen an annual increase.</p> <p>The Staffordshire Business &amp; Environment Network (SBEN) will work with businesses to raise awareness, train and provide tools to implement environmental initiatives and make necessary changes as part of their journey to net zero</p> <p>Business support programme will provide green solutions to businesses via energy audits. Work will continue with district and borough councils to provide UKSPF grants to businesses where possible.</p> | <p>Partnership with district and borough councils in the new green solution schemes.</p> <p>Number of energy audits provided to Staffordshire businesses (Target: 60).</p> <p>Carbon literacy training provided to start up's and existing businesses through Staffordshire.</p> <p>Number of businesses who have used the Carbon Tracker tool</p> | Economy, Infrastructure & Skills | Philip White    | Darryl Evers | Anthony Hodge  |
| Explore the future of the Countryside Estates  | <p><b>Countryside Estate &amp; Rights of Way Review:</b><br/>Implement the agreed new vision for the Countryside Estates, including expanding the volunteer offer as part of the future direction for Staffordshire's countryside estate and reviewing process and resource requirements within the Rights of Way function.</p> | <p>New Volunteer offer launched and opportunities promoted.</p> <p>Improvement of visitor facilities at Cannock Chase and Chase Water.</p> <p>Costs recovered through car parking charges and other income secured.</p> <p>Work will take place alongside legal and with change team support to review the current processes and resource requirements within the Rights of Way function.</p> <p>Options and recommendations developed for the Rights of Way function.</p>  | <p>Number of volunteer hours (Target: 12,000, equating to £240,000 contribution to site management)</p> <p>£75,000 estimated costs recovered for 23/24</p> <p>Improved Rights of Way function</p>  | Economy, Infrastructure & Skills | Victoria Wilson | Darryl Evers | Catherine Mann |
| Manage and develop Staffordshire's waste to resource functions across the county contributing towards Staffordshire's sustainability strategy. | <p><b>Hanford Energy Recycling Facility &amp; Household Waste Recycling Centres:</b><br/>Manage and develop Staffordshire's waste to resource functions across the county contributing towards Staffordshire's sustainability strategy.</p>   | <p>Finalising the position of the future of Hanford Energy Recycling Facility post 2025. Working with our Stoke On Trent City Council partners to begin preparations for what the waste disposal arrangements may be after 2025.</p> <p>Started procurement of a new contractor to operate and maintain Hanford from 2025-2030</p> <p>Gaining a finalised position for post 2025.</p> <p>Agreed new Inter Authority Agreement with SOTCC.</p>   | <p>As per successes - these 3 areas are key priorities for the financial year, with regular updates to SLT / Cabinet on a monthly basis</p>  | Economy, Infrastructure & Skills | Mark Deaville   | Darryl Evers | Clive Thomson  |
|  |   | <p>A new van permit system in place</p> <p>Greater control of our trade waste customers</p> <p>Determine the future of reuse provision across the network.</p> <p>Undertaking capital investment to improve the infrastructure</p>  | <p>Permit system in place and being used correctly.</p> <p>Better capture of trade tonnage and cost recovery</p> <p>Public consultation around reuse Recycling Rate (Target: 55%)</p> <p>Improvements to the infrastructure including new equipment and repairs will be carried out.</p>   | Economy, Infrastructure & Skills | Simon Tagg      | Darryl Evers | Clive Thomson  |



**Encourage good health and wellbeing, resilience and independence**

| Strategic Objective                        | Summary  | What success will look like in 2023/24   | How we will measure success? (KPI's & Key Dates)  | Directorate   | Cabinet Lead | SLT Lead        | WLT Lead      |
|--|--|--|---|---------------|--------------|-----------------|---------------|
| Promote health and independence            | <b>Local Plans :</b><br>Work collaboratively with district and borough councils to develop an environment that promotes health and well-being.                                   | Embed health and well-being objectives in local plans.   | Number of districts and boroughs that have incorporated health and well-being objectives in local plans.                                  | Health & Care | Julia Jessel | Richard Harling | Claire McIver |
|  | <b>Information, advice, guidance and signposting &amp; Online Care Act Assessments:</b>  | Refreshed staffordshire.gov.uk health and care web pages with comprehensive content and easy navigation. Refreshed Staffordshire Connects website that includes comprehensive listings of community assets and is easy to use. Promotional campaign for professionals to improve awareness of what is available. | Number of people who have accessed staffordshire.gov.uk and Staffordshire Connects<br>Awareness of digital resources among professionals. | Health & Care | Julia Jessel | Richard Harling | Claire McIver |
| Deliver effective and efficient assessment | Refresh and develop online resources so that people can self-serve   | New online Care Act assessment portal that is easy to find and easy to use   | Number and proportion of Care Act assessments completed online  | Health & Care | Julia Jessel | Richard Harling | Jo Cowcher    |
|  | <b>Strengths Based Practice:</b><br>Further develop and embed strengths based practice and demonstrate that this is consistent.  | Our approach to Strength based working "Your life, Your strengths, Your Goals" is fully embedded in practice, demonstrated by our quality audits. All frontline adult social care staff understand the Care Act.   | Proportion of assessments demonstrated to be strength based in quality audits.  | Health & Care | Julia Jessel | Richard Harling | Jo Cowcher    |
| Maintain a market                          | <b>Next Generation Extra Care &amp; Additional Nursing Home Capacity:</b><br>Work with District and Borough councils to facilitate development of housing with care and support. | Housing with Care and Support Strategy completed. Council 'offer' to Extra Care developers set out. Potential sites identified, Potential developers engaged,  | Extra Care capacity available to the Council - current and under development  | Health & Care | Julia Jessel | Richard Harling | Andrew Jepps  |
|  |  | Additional nursing home capacity requirements identified. Model of care provision agreed. Business case completed. Potential sites identified.   | Nursing home capacity available to the Council  | Health & Care | Julia Jessel | Richard Harling | Andrew Jepps  |
|  | <b>Supported Living:</b><br>Recommission Supported Living as an outcome based model and ensure that care promotes independence.  | Future needs identified. Outcome based model co-produced with tenants and providers. Prices determined. Lots determined. Savings identified. Procurement completed. Providers appointed.   | Number and proportion of Supported Living schemes with a provider appointed   | Health & Care | Julia Jessel | Richard Harling | Andrew Jepps  |

|                              |  |  |  |               |              |                 |              |
|------------------------------|--|--|--|---------------|--------------|-----------------|--------------|
|                              | <p><b>Technologies in Care:</b><br/>Work with care providers to showcase best practice in the use of new technologies.</p> | <p>Identify 'early implementer' care providers. Identify and pilot new technologies. Evaluate impact on quality and productivity. Raise awareness within sector and with public.</p> | <p>Range of technologies piloted.<br/>Reach of awareness campaign.<br/>Impact on quality and productivity.</p> | Health & Care | Julia Jessel | Richard Harling | Andrew Jepps |
| Ensure best use of resources | <p><b>Enhanced Assurance:</b><br/>Confirm readiness for the CQC's adult social care enhanced assurance regime.</p>         | <p>SCC obtains a good outcome from the CQC assessment.</p>   | <p>CQC rating</p>  | Health & Care | Julia Jessel | Richard Harling | Jo Cowcher   |

**Fix more roads, and improve transport and digital connections**

| Strategic Objective                           | Summary  | What success will look like in 2023/24   | How we will measure success? (KPI's & Key Dates)   | Directorate                      | Cabinet Lead                    | SLT Lead     | WLT Lead      |
|---|--|--|--|----------------------------------|---------------------------------|--------------|---------------|
| Support delivery of a new vision for Highways | <p><b>Operational Highways Performance &amp; Highways Transformation:</b><br/>Continue to enable the sustainable development, improvement and management of Staffordshire's built environment in order to play its part in achieving the desired outcomes for elected Members, residents and the business community.</p> | <p>To continue delivery of the Highway Investment Strategy and pilots by [March 2024].</p> <p>Embedding of transferred services</p> <p>Successful delivery of seasonal schemes</p> <p>Delivery of cyclical activities on time and within budget</p> <p>Delivery/Repair of high risk safety defects on time and low risk defects to agreed performance level.</p> <p>Successful delivery of capital investment programmes/preventative schemes.</p> <p>Successful co-ordination &amp; Licencing of activity across the highways network minimising user disruption.</p> <p>Carry out a programme of inspections to satisfy the section 41 highways statutory duty.</p>  | <p>Infrastructure+ Operational Performance Balanced Scorecard</p> <p>Annual Capital Programme delivered on time and within budget</p> <p>Third Party Claims Performance</p>  | Economy, Infrastructure & Skills | David Williams                  | Darryl Evers | James Bailey  |
|   |  | <p>To implement the organisational design/restructure for SCC Highways Services and support staff to move to new ways of working by [October 2024].</p> <p>To design and implement the functional management approach to provide greater oversight and control for SCC by [October 2024].</p> <p>To develop a strategy and plan for data and systems for Highways Service to support delivery of the future model by [October 2023] and commence implementation.</p> <p>To design and deliver improvements to the customer journey and experience across Highways Services by [October 2023] and commence implementation.</p> <p>To design and implement community offer in line with member priorities for the service by [March 2024].</p>   | <p>National Highway and Transportation Survey Results.</p> <p>Member satisfaction scores through the Member Survey</p> <p>"Report It" Web page satisfaction responses.</p>   | Economy, Infrastructure & Skills | David Williams                  | Darryl Evers | James Bailey  |
| Transport delivery                            | <p><b>Home To School Transport:</b><br/>Continue to progress the transformation of discrete transport processes and activities as identified in the Home to School Transport Review whilst also undertaking a fully costed options appraisal of alternative transport delivery models.</p>                               | <p>Successfully transporting entitled children with or without SEND to school - as per statutory obligation of 100% - Challenges include taxi contracts - petrol prices and the risk around contracts being handed back.</p> <p>Complete mapping of all processes and procedures.</p> <p>Completed targeted review of high-cost transport arrangements</p> <p>Completed review of all single occupancy vehicles leading to a reduction in number of cars on the road / emissions, and encourage uptake of transport services for entitled pupils, where they are not being utilised currently.</p> <p>Embedding of new route planning and scheduling software.</p> <p>Expansion of Smart passes to contracted vehicles on both mainstream and SEND transport, to enable accurate capacity monitoring, as not all students use their transport entitlement every day.</p> <p>A completed costed options appraisal of alternative transport delivery models to inform future direction of the service.</p> | <p>% of entitled children who are transported to and from school each day (Target: 100% - statutory obligation)</p> <p>SLA of 20 days for transport requests from SEND Service. Based around the procurement cycles and regulations (Target: 100%)</p> <p>Mainstream transport to be arranged within 20 working days of transport entitlement being granted</p> <p>SCC Complaints (Stage 1 and 2) / Local Government Ombudsmen: Less than 20 Stage 2 complaints per year in SEND</p> <p>Less than 5 LGO escalations per annum (SEND)</p> | Economy, Infrastructure & Skills | Jonathan Price / David Williams | Darryl Evers | Clive Thomson |
|   | <p><b>Transport Plans:</b><br/>Produce an ambitious and innovative Local Transport Plan (LTP) and develop our Bus Strategy Improvement Plan (BSIP) for Staffordshire.</p>  | <p>Revised and submitted BSIP that has Legal and Cabinet approval.</p> <p>Review current district integrated transport strategies that currently make up the LTP.</p> <p>LCWIP - Local Cycling and walking infrastructure plan: Review of this document and potential integration into main LTP.</p> <p>Meeting objectives set out by DfT in the finalised guidance. Commence the production of documentation that is suitable as per requirements from DfT.</p> <p>Contributing to the delivery of emerging (district &amp; borough council) Local Plans.</p>   | <p><b>September 2023</b> - Revised BSIP at Cabinet</p> <p><b>September 2023</b> - Enhanced Partnership In Place</p>  | Economy, Infrastructure & Skills | David Williams                  | Darryl Evers | Clive Thomson |

|  |   |   |  |   |                   |                     |                       |
|--|---|---|--|---|-------------------|---------------------|-----------------------|
| <p>Enable the growth of the digital economy in Staffordshire</p> | <p><b>Digital Infrastructure:</b><br/>Enable and accelerate delivery of gigabit capable technologies and infrastructure to increase access and adoption</p> | <p>Progress design and delivery of the Digital Infrastructure Programme. Improve Staffordshire's digital network capability through accelerating the delivery of full fibre and 5G whilst tackling digital exclusion.</p> <p>Closure of Superfast Staffordshire and transition to Project Gigabit.</p> <p>Engage and support a successful procurement process for Project Gigabit (valued at between £70M and £123M in Staffordshire,(including Stoke on Trent).<br/>5G development strategy in place and agreements with open access agreement.</p> <p>Supporting residents and businesses on digital exclusion by signposting and providing useful resources.</p> | <p>Take-up of Superfast services (at contract closure)<br/>(Target: exceeds 75%)</p> <p>Coverage with Gigabit capability (current baseline is 67.42%)</p> <p>Positive relationship with 100% of providers that have a successful bid in Gigabit procurement exercise (quantity currently unknown)</p> <p>Live resource page on the gigafast Staffordshire site</p> | <p>Economy,<br/>Infrastructure &amp;<br/>Skills</p> | <p>Simon Tagg</p> | <p>Darryl Evers</p> | <p>Anthony Baines</p> |
|--|---|---|--|---|-------------------|---------------------|-----------------------|

**Offer every Staffordshire child and young person the best start in life, and the change achieve their potential**

| Strategic Objective  | Summary  | What success will look like in 2023/24   | How we will measure success? (KPI's & Key Dates)   | Directorate         | Cabinet Lead | SLT Lead         | WLT Lead      |
|--|--|--|--|---------------------|--------------|------------------|---------------|
| Strengthen our corporate parenting response.                         | <b>Corporate Parenting Strategy:</b><br>Improve the impact of the Corporate Parenting Panel across Staffordshire, promoting the strategy and promises across the partnership.  | Increased partnership attendance at the Panel.<br>All partners know and understand the strategy.<br>Considered whether we can make care experience a protective characteristic   | The number of partnership agendas that have considered care experience.<br>The number of work experience placements, apprenticeships and employees who have care experience.<br>Increase in feedback from children and young people with care experience.<br>Number of young people being mentored.  | Children & Families | Mark Sutton  | Neelam Bhardwaja | Nisha Gupta   |
| Confirm the right children are in the right place at the right time. | <b>Children In Care &amp; Early Help:</b><br>Work with families to build resilience, improve parenting and offer support at the earliest possible opportunity within the system.   | An enhanced care experience for our children with reduced drift, improved relationship based social work practice and multi-agency approach<br>A reduction in the number of children in care in Staffordshire<br>A reduction in the length of time that children spend in care in Staffordshire<br>A reduction in placement costs<br>Wide awareness of the programme and engagement with internal and external partners, children and their families   | Rate and number of Children in Care<br>The number of children exiting care - rolling 12 months<br>Rate of children subject to a Child Protection Plan<br>Rate of children referred, rolling 12 month average (per 10,000 population)<br>% re-referred within 12 months<br>Timeliness of reviews for children in care and for those subject of a plan | Children & Families | Mark Sutton  | Neelam Bhardwaja | Nisha Gupta   |
|  |  | Develop an implementation plan for the delivery of the National Families Hub Guidance and impending inspection regime.<br>Families in Staffordshire know about the local Family Hub, this is a go to place for early, local help and support staff in the hubs with the skills to co-ordinate a partnership response.<br>Families in Staffordshire are supported early and successfully achieve positive outcomes.<br>Deliver the Supporting Families (BRFC) programme to maintain Earned Autonomy status. We will continue to strive to exceed targets to benefit from £2.6 million investment annually for Staffordshire's families. | Achieving successful outcomes with the minimum target, set by DLUHC (Target: 1,290 families).<br>Achieving 30% of the minimum target number of families set by DLUHC by end of Quarter 1.  | Children & Families | Mark Sutton  | Neelam Bhardwaja | Natasha Moody |
|  | <b>Children's Mental Health:</b><br>Continue to work with partners as a member of the ICS Children & Young People's Mental Health System Improvement Board to take a whole system approach to supporting children and young people's mental health | Have worked together to develop a new combined CYP Mental Health Strategy (the current strategy expires in 2023) and CYP Mental Health Local Transformation Plan (replacing the current LTP which is required to be updated annually by NHS England).<br>Continue to progress a number of actions to meet the objectives of the 7 working groups (which include Prevention, Outcomes, Pathways, Care Experienced C&YP, etc.)<br>Continue to expand the reach of the Senior MH Leads in education (virtual) network meetings<br>Embed the TellMi Wellbeing Peer Support app for Young People (aged 11-25 years) into the CYP MH Pathway | New combined Strategy / Local Transformation Plan developed by <b>March 2024.</b><br>Progress made on working group actions re Prevention, Pathway, Outcomes, Care Experienced C&YP etc.<br>New combined strategy / Local Transformation Plan in place - <b>March 2024</b>   | Children & Families | Mark Sutton  | Neelam Bhardwaja | Natasha Moody |

|   |   |  |  |                     |                |                  |                |
|---|---|--|--|---------------------|----------------|------------------|----------------|
| Understand the learning needs of our staff and are meeting these needs.     | <p><b>Children's Workforce:</b><br/>Understand our workforce needs so we can make medium/long term projections and plans, and strengthen our role in the recruitment and retention of our staff in a competitive market.</p>  | <p>Targeted recruitment and marketing.</p> <p>Implementation of a career progression scheme for social workers.</p> <p>Produce a workforce training plan which details what training is required for each role, from induction through to mandatory training for the role and desirable training.</p> <p>Implementation of wellbeing support including salary advance and recalibrate.</p> <p>A workforce development programme that considers restorative practice.</p> <p>Embed a restorative approach to how we operate</p>   | <p>Retention of staff.</p> <p>Use of agency staff.</p> <p>Number of candidates for vacancies.</p> <p>Absence levels.</p> <p>Take up of wellbeing offers, such as salary advance and recalibrate.</p>   | Children & Families | Mark Sutton    | Neelam Bhardwaja | Nisha Gupta    |
| Deliver the outcomes identified in the SEND Accelerated Progress Plan (APP) | <p><b>SEND Transport</b><br/><b>SEND Specialist Provision</b><br/><b>EHCNA Pathway</b><br/><b>Deficit Management Plan (DMP):</b><br/>Work with partners to deliver a range of activities including improvement work, transformation and operations management to deliver the outcomes identified in the SEND APP.</p> | <p>Review the SEND transport policy and implement improvements to the process for agreeing SEND transport</p> <p>Delivering a service that is value for money and in accordance with statutory guidance</p> <p>Parents and carers will receive timely access to transport in line with our policy</p>  | <p>Number of children &amp; young people travelling to their setting in a single occupancy vehicle</p> <p>Number of children &amp; young people travelling on a personal travel budget</p> <p>Number of SEND transport complaints and appeals</p>  | Children & Families | Jonathan Price | Neelam Bhardwaja | Andrew Marsden |
|   |   | <p>Conduct a countywide review of special provision (mainstream and special) and develop an action plan and implement the recommendations</p> <p>Completed a detailed gap analysis</p> <p>Identify enhanced provision providers across all 8 districts</p> <p>Refocus and develop existing special school provision consistent with the findings of the gap analysis</p>   | <p>Number of children accessing enhanced specialist provision</p> <p>Number of children placed in Independent school settings</p> <p>Number of complaints &amp; tribunals</p>  | Children & Families | Jonathan Price | Neelam Bhardwaja | Halit Hulusi   |
|   |   | <p>Explore, redesign and implement an improved EHCNA pathway to enable true co-production that is based on the principle of holistic outcomes.</p> <p>New ways of working, policies and paperwork along with new digital innovation where possible to aid and assist parents, schools and partner professionals in the improved support of children pre statutory assessment.</p> <p>Generating holistic relational outcomes for children in mainstream settings where possible.</p> <p>Development of a new pre statutory model for SEND support</p> <p>Implementation of the pre statutory model</p> | <p>Number of EHCNA requests / approvals.</p> <p>Number of EHC Plans. SEND population in mainstream education settings.</p> <p>Number of children &amp; young people accessing pre statutory support</p> <p>% of Education, Health and Care Plans issued in time (12 month rolling avg)</p> | Children & Families | Jonathan Price | Neelam Bhardwaja | Halit Hulusi   |
|   |   | <p>Key projects within the deficit management plan align with the outcomes within the APP</p> <p>Key projects within the deficit management plan are defined and deliverable.</p> <p>The deficit management plan will be updated to reflect the current High Needs Block overspend</p>   | <p>Number of projects within the DMP that are RAG rated amber or green (progressing)</p> <p>Updated the deficit management plan with current data - <b>July 2023</b></p> <p>DMP presented to schools forum - <b>October 2023</b></p>   | Children & Families | Jonathan Price | Neelam Bhardwaja | Tim Moss       |

|   |   |  |   |                     |                |                  |               |
|---|---|--|---|---------------------|----------------|------------------|---------------|
| Improve education outcomes for children | <p><b>Virtual Schools:</b><br/>Develop an audit and training offer for education settings to support the implementation of Relational and Restorative approaches.</p> | <p>Children's social care audits will highlight aspirational RADY approach in plans and assessments.</p> <p>We will have evidence of education settings working towards Attachment Aware and Trauma Informed linked to 4 matrix levels.</p> <p>We will have avoided suspensions and exclusions of children with a social worker through implementing restorative conferences or solution circles.</p> <p>We will have schools training cohorts of children to become relational ambassadors in their setting.</p> <p>We will have published case studies demonstrating the impact on individual children and settings.</p> | <p>% of schools implementing relational and restorative approaches evidenced via safeguarding audit.</p> <p>Number of suspensions and exclusions of children with a social care involvement.</p>  | Children & Families | Jonathan Price | Neelam Bhardwaja | Tim Moss      |
|   | <p><b>Early Years:</b><br/>Increase awareness of the importance of speech, language and communication (SLC) in early years children</p>                               | <p>Provide training to early years settings on how to: identify needs early, plan appropriate interventions and assess progress made</p> <p>Target Hungry Little Minds Campaign for parents of children 0-2 years and identify how the campaign can be further enhanced from parent feedback</p> <p>Promote the interactive SLCN Pathway with parents and practitioners</p> <p>Increased confidence of early years practitioners to identify and know how to support children with SLC needs at an early age.</p> <p>Increase in early children achieving expected milestones for SLC</p>                                  | <p>% of practitioners stating increased knowledge and confidence</p> <p>Analysis of early years communication screening outcomes shows an increase in the number of children who reach expected milestones</p> <p>Good level of development at the Early Years Foundation Stage</p> | Children & Families | Mark Sutton    | Neelam Bhardwaja | Natasha Moody |
| Improve our ways of working             | <p><b>Ways of Working:</b><br/>Embed a culture of intelligence-based, proactive decision making and learning across Children &amp; Families</p>                       | <p>Intelligence gathered will inform decisions, assure stakeholders and drive improvement activity.</p> <p>Improvement activity is focused on the areas that will make the biggest difference. Change leads to improvement.</p>  | <p>Quality Assurance Framework implemented</p> <p>Plans being implemented show a difference in practice and outcomes</p> <p>Improvement from baseline position for each process reviewed</p>  | Children & Families | Mark Sutton    | Neelam Bhardwaja | Natasha Moody |

**Live within our means and deliver value for money**

| Strategic Objective                               | Summary  | What success will look like in 2023/24  | How we will measure success? (KPI's & Key Dates)  | Directorate | Cabinet Lead | SLT Lead   | WLT Lead                      |
|---|--|---|---|-------------|--------------|------------|-------------------------------|
| Live within our means and deliver value for money | <p><b>Debt Collection:</b><br/>Improve systems and processes with regard to the collection of debt</p>   | <p>A number of initiatives will be undertaken including:</p> <ul style="list-style-type: none"> <li>• Improvements and automation within the reminder letter process</li> <li>• An enhanced Direct Debit offer entailing:                             <ul style="list-style-type: none"> <li>* the introduction of DD incentives and penalties</li> <li>* a Paperless Direct Debt process</li> </ul> </li> <li>• Further development of our e-payments system                             <ul style="list-style-type: none"> <li>* Introduction of new methods of payment ("stored cards", "recurring card payments")</li> <li>* Wider roll out of "Call Secure"</li> </ul> </li> </ul> | <p>Performance indicators are already maintained for a range of debt indicators including; debt levels; aged debt; % of payments received by direct debit and debts written off. An improvement in all these indicators should be delivered</p> <p>Initiatives implemented by <b>March 2024</b></p> | Finance     | Ian Parry    | Rob Salmon | Chief Accountant              |
|   | <p><b>New Model of Financial Assessments:</b><br/>Implement a new model of online and supported online financial assessments</p>   | <p>Delivery of the operational changes and improvements focusing on improving the performance and productivity of the service, the wider improvements to the Health and Social care pathway and the way in which we interface with the public i.e. the launch of the Portal and telephone assessments.</p> <p>Delivery against plan. Portal developed. Pilot arrangements for telephone assessments and appointments assessed.</p>  | <p>Delivery against plan milestones ultimately leading to lower backlog levels and improved financial assessment performance</p>  | Finance     | Ian Parry    | Rob Salmon | Lisa Andrews                  |
|   | <p><b>Strategic Risk Register:</b><br/>Improve awareness and management of risk</p>  | <p>Roll out of the electronic Strategic Risk Register and promote and embed the adoption of this software as the mechanism for the identification, collection and management of key risks facing the Authority.</p> <p>Electronic Risk Register operational</p>   | <p>Usage of the register across the organisation</p>  | Finance     | Ian Parry    | Rob Salmon | Lisa Andrews                  |
|   | <p><b>Local Enterprise Partnership:</b><br/>Shape the revised arrangements for the LEP</p>   | <p>Appropriate financial and governance support arrangements for the revised Local Enterprise Partnership</p>   | <p>Revised arrangements in place and assurances obtained regarding the suitability and effectiveness of the arrangements</p>  | Finance     | Ian Parry    | Rob Salmon | Assistant Director of Finance |
|   | <p><b>Pensions Administration System:</b><br/>Appoint Integrated Service Provider (ISP) ahead of the Pensions Dashboard connection deadline and determine data matching criteria</p> | <p>Integrated Service Provider appointed</p>  | <p>Delivery against plan milestones</p>   | Finance     | Ian Parry    | Rob Salmon | Mel Stokes                    |
|   | <p><b>Medium Term Financial Strategy:</b><br/>Preparation for the refresh of the MTFS</p>  | <p>Budget approved and MTFS refreshed and balanced position maintained</p>  | <p>Update to Informal Cabinet - <b>Autumn 2023</b></p> <p>Draft budget - <b>December 2023</b></p> <p>Approval at Council meeting - <b>February 2024</b></p>   | Finance     | Ian Parry    | Rob Salmon | Chief Accountant              |



|   |   |  |  |                    |           |                |               |
|---|---|--|--|--------------------|-----------|----------------|---------------|
|   | <p><b>Single Front Door:</b><br/>Explore an innovative Single Front Door that is easy to access and simple to use, using inclusive digital solutions, responding to individual needs in a timely way and delivers an excellent 'Staffordshire experience'</p>   | <p>Short Term: A seamless, integrated, and shared process has been embedded between partners, creating a shared centre of excellence</p> <p>Medium Term: We are using data and insight from the Customer Satisfaction Measurement Tool to proactively identify opportunities to improve the customer experience and reduce demand in the system</p> <p>Long Term: By sharing the knowledge, skills and technology to answer enquiries, resilience is improved and peaks in demand are better managed</p>   | <p>Partnership with Lichfield District Council established and shared services commenced.</p> <p>Staffordshire Leaders Board sign off: <b>April 2023</b></p> <p>Local partnership engagement and onboarding of new partners: <b>June 2023</b></p> <p>Customer journey mapped (As Is) begins with new partners: <b>August 2023</b></p>  | Corporate Services | Ian Parry | John Tradewell | Tracy Thorley |
| Establish a Customer Experience Programme to review end to end customer experience and improvements | <p><b>New Contact Centre Telephony &amp; Customer Feedback System (GovMetrics):</b><br/>To truly monitor and act upon customer feedback the organisation needs to collect satisfaction data across a range of customer type and methods as well as at specific points in the customer's journey, in a consistent way.</p> | <p>Scope and procure a new contact centre telephony solution that maximises resources, reduces inefficiencies and better plans for future demand.</p> <p>All requirements gathered and innovate new ways of working explored and identified.</p> <p>SCC partners engaged with, and support given to realise the benefits of new technologies and how this can be used in service areas to better serve the citizen and improve ways of working</p> <p>Fully integrated with MS Teams Telephony and therefore compliant with the rest of the organisation.</p> <p>Blended technology established, supporting the organisations Digital agenda.</p>  | <p>% of calls answered (Target: 90%)</p> <p>Number of general enquiries (Target: 10% reduction)</p> <p>New Contact Centre solution established, with all features designed and live</p> <p>Award new contract: <b>July 23</b></p> <p>On-board Customer Services: <b>Jul-Aug 23</b></p>   | Corporate Services | Ian Parry | John Tradewell | Tracy Thorley |
|   |   | <p>To truly monitor and act upon customer feedback the organisation needs to collect satisfaction data across a range of customer type and methods, as well as at specific points in the customer's journey, in a consistent way.</p> <p>An empowered workforce who makes a difference by listening to our customer.</p> <p>Priority improvement identified for delivering better customer outcomes and support targeted interventions based on customer feedback</p> <p>An improved digital experience that drives self-service and sustainable channel shift, helping communities to help themselves</p> <p>An established customer-centric, outside-in culture across the whole organisation, addressing challenges that matter most to our customer, therefore driving results</p> | <p>Highways customer satisfaction live: <b>Apr-23</b></p> <p>Registrations customer satisfaction live: <b>May-23</b></p> <p>Appraisal undertaken, and benefit realisation exercise completed: <b>June-23</b></p> <p>Reaching out to key stakeholders across the directorate to identified second wave of teams to on-board onto the tool: <b>Jul-23</b></p> <p>Scoping of new team requirements and build of customer satisfaction tool: <b>Aug-Oct 23</b></p> | Corporate Services | Ian Parry | John Tradewell | Tracy Thorley |
| Children and Families Support Pathway   | <p><b>Children's &amp; Families BEST Review:</b><br/>Review and strengthen Children &amp; Families Business Support processes and pathways</p>  | <p>Identify opportunities and co-produce improved processes, following the principles of the C&amp;F Transformation, using digital solutions where appropriate. We will maximise the efficiency of business support provided to C&amp;F, while balancing business support demand with available capacity</p> <p>Streamlined &amp; updated processes</p> <p>Increased consistency across districts</p> <p>Automation/semi-automation of some tasks</p>  | <p>Confidence in digital skills (measured through Skills Audit survey).</p> <p>Customer satisfaction (survey)</p> <p>New Case Management system live: <b>Aug 23</b></p>  | Corporate Services | Ian Parry | John Tradewell | Tracy Thorley |

|  |   |  |   |                    |               |                |                   |
|--|---|--|---|--------------------|---------------|----------------|-------------------|
| Supporting a culture shift for staff across the organisation to understand the value of information governance and data. | <b>Embed a new EDRMS:</b><br>Implement the Corporate File Plan: Electronic Document and Records Management System across the organisation.  | Successful pilot of the EDRMS system<br><br>Agreed approach and documented processes to proceed with full rollout across the organisation<br><br>Suppliers in place<br><br>Robust process in place to deal with and support the business with issues of incompatible data<br><br>A successful launch of the rollout process  | Agreed process for rollout: <b>May 23</b><br><br>Complete pilot group migrations: <b>May/June 23</b><br><br>Start rollout to organisation: <b>June/July 23</b><br><br>6 month review point: <b>Dec 23</b>   | Corporate Services | Ian Parry     | John Tradewell | Tracy Thorley     |
| Inspire a Culture of Innovation  | <b>Staffordshire Innovation Action Plan:</b><br>Develop an action plan and set of campaigns, events, programmes and activity to inspire and achieve an ongoing culture of innovation across the organisation. | Launch the Innovation Campaign - an internal communications campaign that will include the creation of dedicated intranet pages, with curated content and toolkits to inspire different thinking.<br><br>Apply to feature in the LGA Annual Conference Innovation Zone. If successful, this would offer an opportunity to share best practice within the industry, raising our profile and supporting recruitment and retention.<br><br>Establish the Staffordshire Innovation Challenge, a cross-organisation approach to discuss and generate innovative solutions across a range of organisation wide themes or issues.<br><br>Establish and launch the Annual Staff Innovation Awards to recognise and reward staff for innovation and high performance. | Launch Innovation Campaign - <b>May 2023</b><br><br>Staffordshire Innovation Challenge Pilot Commences - <b>June-August 2023</b><br><br>Launch Innovation Box - <b>June 2023</b><br><br>Innovation Awards - <b>December 2023</b>                            | Corporate Services | Ian Parry     | John Tradewell | Cristian Marcucci |
| Deliver Corporate Property projects and associated savings   | <b>Corporate Property Projects:</b><br>Work in partnership with service areas to confirm buildings are fit for purpose, efficient and utilised  | Delivery and completion of the following projects:<br><br>Stafford History Centre; new build development for archive storage<br><br>Burntwood Health and Wellbeing Centre; new build<br><br>Douglas Road; refurbishment<br><br>Brackenberry; refurbishment<br><br>Hawthorn House; extension and remodelling<br><br>Staffordshire Place 1; maximising utilisation<br><br>Tamworth library; refurbishment and utilisation<br><br>Retained Libraries; review for fit for purpose, efficiency, and utilisation<br><br>Completion of the projects and achievement of associated savings for 2023/24   | Completion of the following projects by:<br><br>Douglas Road; <b>March 2024</b><br><br>Brackenberry; <b>March 2024</b><br><br>Staffordshire Place 1; <b>July 2023</b><br><br>Tamworth library; <b>July 2023</b><br><br>Wombourne Library; <b>March 2024</b> | Corporate Services | Mark Deaville | John Tradewell | Ian Turner        |
|  | <b>2023/24 Schools Capital Programme:</b><br>Deliver the 2023/24 Schools Capital Programme  | Including Planned Maintenance, Carbon Reduction, Toilet Refurbishment, Priority and Basic Need Projects.<br><br>Completion of the new 1FE Anna Seward Primary School in Lichfield for September 2023 opening<br><br>Completion of the relocation & expansion of St Leonard's Primary school in Stafford for September 2023 opening<br><br>Starting on site the construction of 3 new Primary Schools summer 2023 for opening September 2024 (Stafford North, Amington and Dunstall)<br><br>Schools capital spend - delivery of projects in time and on budget  | Construction started on-site for 3 new Primary Schools (Stafford North, Amington and Dunstall) - Q3<br><br>Opening of Anna Seward Primary School, Lichfield and St Leonard's Primary School, Stafford: September 2023                                       | Corporate Services | Mark Deaville | John Tradewell | Ian Turner        |

|  |   |  |  |                           |                      |                       |                       |
|--|---|--|--|---------------------------|----------------------|-----------------------|-----------------------|
|  | <p><b>Capital Receipts:</b><br/>Raise c.£13m net income in capital receipts during 2023/2024.</p>   | <p>Raise c.£13m net income in capital receipts during 2023/2024.<br/>Disposal of 12 surplus assets, with income received of c.£13m</p>   | <p>Income received for capital sites</p>   | <p>Corporate Services</p> | <p>Mark Deaville</p> | <p>John Tradewell</p> | <p>Ian Turner</p>     |
|  | <p><b>Enhanced Two Tier Working:</b><br/>Continue to build on the successes of establishing the Staffordshire Leaders Board and its associated programmes of work</p> | <p>We will continue to monitor the development of County Deals and devolution offers nationally, and as appropriate update and agree with the Board its future ambitions. Continue to maintain and further build relationships, as part of the refresh and delivery of year 2 agreed priority programmes of work.<br/>Year 2 priorities agreed by the Staffordshire Leaders Board.<br/>Ongoing progress and regular reporting regarding the delivery of work programmes in line with the agreed priorities</p> | <p>Leaders Board continues to run effectively and ongoing visibility of all associated work programme priorities<br/>Successful delivery of milestones and KPIs as agreed in the respective work programmes<br/>Assessment of current and future Leaders Board priorities by <b>July 2023</b><br/>Year 2 priorities agreed and associated work plans in place during <b>Q3</b></p> | <p>Corporate Services</p> | <p>Alan White</p>    | <p>John Tradewell</p> | <p>Lynsey Bissell</p> |

**Communities**

| Strategic Objective   | Summary  | What success will look like in 2023/24   | How we will measure success? (KPIs/Milestones)   | Directorate                      | Cabinet Lead    | SLT Lead     | WLT Lead       |
|---|--|--|--|----------------------------------|-----------------|--------------|----------------|
| Encourage and empower our communities to help themselves and each other | <p><b>Communities Strategy for Staffordshire:</b><br/>Work with residents, communities, businesses and partners to develop a long-term, aspirational Communities Strategy for Staffordshire.</p> | <p>Partners are engaged and collaborate with us on the development of a Staffordshire Communities Strategy.</p> <p>A range of engagement activities are designed and delivered to inform the development of a Communities Strategy, in collaboration with local communities and partners.</p> <p>Development begins on a Communities Strategy that sets out the longer term vision and priorities for Communities.</p>   | <p>The number and reach of residents and partners engaged on the strategy.</p> <p>The number and range of engagement sessions taking place with residents, partners, and VCSE organisations in each district</p> <p>A Communities Strategy and associated delivery plans are produced and agreed with Cabinet by 2024.</p> | Economy, Infrastructure & Skills | Victoria Wilson | Darryl Eyers | Catherine Mann |
|   | <p><b>Communities Delivery Plan 2023:</b><br/>Co-ordinate and enhance our approach to working with communities across the whole organisation through the Communities Delivery Plan 2023</p>      | <p>The Communities Delivery Plan 2023 identifies cross-organisation deliverables to achieve three strategic objectives:</p> <ul style="list-style-type: none"> <li>• Embedding community-led prevention and early help, including continuing to deliver our community managed library offer, developing Family Hubs, delivering our Supportive Communities public health programme, and distributing round 3 of the Climate Change Action Fund.</li> <li>• Promoting community action and building community capacity, including delivering next year's Members Community Fund, further #DoingOurBit communications campaigns, and supporting the VCSE sector through our new VCSE Capacity Building Framework.</li> <li>• Supporting our organisation and others to have a communities mindset, including encouraging innovation when commissioning and delivering services, exploring opportunities for partnership working, and reviewing our internal policies on volunteering, social value, and community engagement.</li> </ul> | Successful delivery against the measures of success defined in the Communities Delivery Plan 2023.   | Economy, Infrastructure & Skills | Victoria Wilson | Darryl Eyers | Catherine Mann |
|   | <p><b>Libraries:</b><br/>Deliver a sustainable and vibrant Library Offer for Staffordshire</p>   | <p>The Library Service will work with Legal Services and Strategic Property to encourage continued community delivery of the library offer within Blythe Bridge, Great Wyrley, Knutton, Loggerheads, Wilnecote and Brereton.</p> <p>Delivery of the Libraries Improvement Fund round 2 project at Burton Library, reconfiguration and modernisation of the ground floor. Delivery of the LUF 2 to refresh Leek Library. Agree and progress the plans for Kidsgrove Library.</p> <p>The delivery of the annual Summer Reading Challenge is a key element of offering every Staffordshire child the best start in life.</p>  | <p>Summer reading challenge - (Targets: Starters - 1% increase = 10,077, Completers - 2% of starters completing)</p> <p>Completion of the funded projects at Burton, Leek and Kidsgrove Libraries.</p>   | Economy, Infrastructure & Skills | Victoria Wilson | Darryl Eyers | Catherine Mann |
| Placing Culture & Heritage at the Heart of our Community                | <p><b>Staffordshire History Centre &amp; Cultural Strategy:</b><br/>Improve how we care for our historic collections and heritage buildings.</p>   | <p>Phase one of the website completed.</p> <p>Recruitment of volunteers and placements.</p> <p>Deliver an outreach and roadshow programme for families, to include talks, tours of museum stores and meet the curator events.</p> <p>A fully developed cultural strategy for Staffordshire</p>   | <p>Digital engagement across all platforms (Target: 1% increase based on 22/23 outturn est 660,000)</p> <p>Number of attendees across all events (Target: 2,000)</p>   | Economy, Infrastructure & Skills | Victoria Wilson | Darryl Eyers | Catherine Mann |

**Workforce**

| Strategic Objective  | Summary   | What success will look like in 2023/24  | How we will measure success? (KPI's & Key Dates)   | Directorate        | Cabinet Lead | SLT Lead       | WLT Lead     |
|--|---|---|--|--------------------|--------------|----------------|--------------|
| Promote equality and inclusion across the organisation in everything we do.                | <p><b>Equality, Diversity &amp; Inclusion:</b><br/>To make Staffordshire a place where there is equality of opportunity for all, regardless of circumstances.</p>   | <p>Robust recruitment and retention processes and practices.</p> <p>Strengthen our approach to engaging and collaborating with our workforce and communities on diversity, including raising awareness of and celebrating diversity</p> <p>Review and strengthen our diversity and inclusion training offer to employees</p> <p>Robust approach to engaging and collaborating with our workforce and communities on diversity and inclusion issues.</p> <p>Awareness of and celebration of diversity.</p> | <p>Recruited a more diverse range of candidates, evidenced by annual workforce profile trends - Review end of December 2023</p> <p>Number accessing EDI intranet pages</p> <p>Number of Bullying and discrimination incidences and issues - Review end of 2023/24</p> <p>Number of diverse and under-represented groups participating in nationally recognised work-based qualifications</p>   | Corporate Services | Alan White   | John Tradewell | Sarah Getley |
| Continue to deliver against the priorities established in the People Strategy for 2023/24. | <p><b>Improving Recruitment:</b><br/>Raise our profile and promote our employment offer in an ever challenging market place. This is essential to having the right people to deliver against our strategic plan and make a positive difference for the people of Staffordshire.</p> | <p>Quick and efficient recruitment process that is competitive in the marketplace, through the continuous improvements of WeRecruit and launch of a new Careers Website.</p> <p>Increased retention rate during the first year of employment through improved Early Careers offer, development and training.</p> <p>Our people profile is reflective of the people of Staffordshire.</p> <p>Increase in the uptake of our reward and benefits offer.</p>  | <p>Maintain time to hire of <b>45 days or less</b></p> <p>Application rates</p> <p>Recruited a more diverse range of candidates, evidenced by annual workforce profile trends - Review end of December 2023</p> <p>% of candidates who considered the recruitment process to be Good or Excellent - end of 2023/24 (Target: at least 80%)</p> <p>% of new hires who 'Agree' that they have had a positive onboarding experience by end of 2023/24 (Target: at least 80%)</p> | Corporate Services | Alan White   | John Tradewell | Sarah Getley |
|  | <p><b>How we lead and work around here:</b><br/>Set clear expectations for our workforce, to build the right culture and approach to achieve our ambitions. Give managers the skills and capability to prevent and manage absence and support wellbeing.</p>                        | <p>Welcoming and positive organisational culture, through the launch of a collaborative set of expectations of "how we lead and work around here".</p> <p>High performing teams.</p> <p>Well managed absence supported by wellbeing services by utilising digital technology and automation to provide information at the click of a button to empower decision making and support.</p> <p>Strong people management skills to seek early resolution.</p>  | <p>Number of Formal employee relation cases</p> <p>Number of Absence Days Lost</p> <p>Return To Work %</p> <p>Number of diverse and under-represented groups participating in nationally recognised work-based qualifications</p>  | Corporate Services | Alan White   | John Tradewell | Sarah Getley |
|  | <p><b>Core leadership and management offer:</b><br/>Support managers and leaders to innovate, focus on communities and deliver on our ambitions.</p>  | <p>Leadership is appreciated and valued by Leadership wide engagement to co-design and co-development of a Leadership Proposition and toolkits</p> <p>Our leaders are confident to lead the organisation in a complex environment.</p> <p>Leaders achieve high performance and effective outcomes.</p> <p>Our future leaders are identified, developed and ready to move us forward.</p> <p>Our people are skilfully led, and change is managed well</p>  | <p>Specific measures will be benchmarked and targets will be set following the implementation of the Our People Strategy in April 23.</p> <p>Development of a Management and Leadership Development Offer by April 23</p> <p>Leadership Products launched March 2023-24</p>  | Corporate Services | Alan White   | John Tradewell | Sarah Getley |

|   |  |   |                           |                   |                       |                     |
|---|--|---|---------------------------|-------------------|-----------------------|---------------------|
| <p><b>Development of innovation toolkits :</b><br/>         Help achieve engagement across the organisation towards an innovation culture, embedding personal responsibility in learning and development.</p> | <p>A learning 'buzz' around the organisation.<br/>         Our people have the training needed to do their jobs well.<br/>         High performing teams that deliver outcomes for the people of Staffordshire<br/>         Recommission of Diversity and Inclusion mandatory learning product</p> | <p>Annual Levy Spend<br/>         Mandatory training compliance<br/>         We Welcome compliance<br/>         Number of mandatory EDI learning module completions</p> | <p>Corporate Services</p> | <p>Alan White</p> | <p>John Tradewell</p> | <p>Sarah Getley</p> |
|---|--|---|---------------------------|-------------------|-----------------------|---------------------|

**Digital**

| Strategic Objective  | Summary  | What success will look like in 2023/24  | How we will measure success? (KPI's & Key Dates)   | Directorate        | Cabinet Lead | SLT Lead       | WLT Lead       |
|--|--|---|--|--------------------|--------------|----------------|----------------|
| <p>Guide and support the organisation to maximise the opportunities technology and data provide which will help to improve service delivery and business transformation.</p> | <p><b>ICT Strategy:</b><br/>Make sure staff have the right tools and ICT skills to do their jobs; provide accessible information and data; future proof our technology solutions and make service improvements in ICT.</p> | <p>Improvements made to smart working for users, including the process for laptop refresh and the rollout of Windows 11.</p> <p>Easier access to data, especially in relation to the Adult Social Care provider monitoring system.</p> <p>Test and validate the approach for in-house application migration to the Azure cloud for 18 applications.</p> <p>Agree cloud roadmaps for key applications e.g. Care Director, Content Manager, Business Warehouse, Contact Centre etc.</p> <p>Maintain Public Service Network Code of Compliance, and set up and embed the new Security Operations Centre using Security Incident and Event Management software.</p> <p>Improve customer satisfaction.</p> | <p>Number of laptops refreshed with new models providing facial recognition logon by the end of 23/24 (Target: a further 700)</p> <p>Rollout of Windows 11 to the Laptop estate by the end of 23/24 (Target: 50%)</p> <p>Social Care provider monitoring is delivered using a Business Warehouse dashboard.</p> <p>In-house apps modernised tested and validated using the Azure cloud (Target: 18)</p> <p>PSN certification re-awarded in Feb 24</p> <p>Fully deployed SOC providing 7 x 24 monitoring of Cyber threats</p> <p>% of users accessing online self-help guidance or Service Catalogue to resolve issues or request services (Target: 10% increase)</p> | Corporate Services | Ian Parry    | John Tradewell | Ian Turner     |
|  | <p><b>Digital Programme &amp; Strategy:</b><br/>Identify opportunities for digital innovation across the business ensuring that we are truly ambitious in our journey to be a Digital Council for the 21st Century.</p>    | <p>Support the business in exploring digital technology and setting the future digital direction of the organisation.</p> <p>A well-managed roll out of Automation across the organisation ensuring that we maximise the benefits.</p> <p>A skilled workforce who are confident and competent in their use of digital technologies to deliver their role, supported by our network of internal Digital Champions.</p> <p>A refreshed strategy that sets the direction and ambition of the Authority on its digital journey.</p>   | <p>Successful delivery of digital project objectives from across the organisation</p> <p>Successful delivery of RPA Pilot in H&amp;C and a roll out plan for the wider organisation</p> <p>Engaged and upskilled Digital Champions network</p> <p>Successful pilot and roll out of AT projects to support the vulnerable to remain independent</p> <p>Robust Business Cases developed to explore the roll out of new technologies across the organisation.</p>   | Corporate Services | Ian Parry    | John Tradewell | Lynsey Bissell |





## **Corporate Overview and Scrutiny Committee - Tuesday 09 May 2023**

### **Update on Progress Made Within C&F Following Cabinet Investment**

#### **Recommendation**

I recommend that the Committee:

- a. Scrutinises the matters raised in this report.

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

N/A

### **Report of Cllr Mark Sutton Cabinet Member for Children and Young People**

#### **Summary**

1. An extensive analysis of efficacy and impact of services was undertaken within children and families during Q3 and Q4 of 2021-22, and during Q1-Q3 of 2022-23. This analysis was done to understand the overspend in the areas of Children in Care, and challenges presented within SEND services. The findings of this analysis were shared with Cabinet members and deliberated upon.
2. After careful scrutiny, a total of £5.7m has been agreed for Children and Families with a view to improve our staffing and workloads within the directorate. It is understood that with improvements in recruitment and retention, and manageable workloads, much needed change in service delivery can be achieved especially in the areas of SEND and Children in Care.
3. This investment was primarily focussed at improving recruitment, retention and progression of social workers, residential staff, SEND key workers and Education Psychologists, Independent Reviewing Officers (IROs), exploitations workers, fostering mockingbird coordinator, and improvements in placement service.

## Report

### Background

4. Following the six-month review of Transformation, a paper was presented by C&F leadership requesting further investment of £5.7m in the directorate budget to improve service delivery across Children and Families. This investment would support improved service in key areas such as Children in our Care, addressing challenges in child exploitation, improved offer of SEND, and commissioning.
5. The Cabinet approved this request in Feb 2023 as part of MTFs plans.
6. This paper is being presented to provide transparency and oversight over this budget spend and its impact on overall performance.

### Progress update:

#### Recruitment –

7. For existing positions - Recruitment for existing positions began in Q4 of 2022-23. These positions are – Independent Reviewing Officers (IROs), Lead IROs, Exploitation workers, Education Psychologists, and commissioners. We have had good response to the Job adverts and currently whilst some positions have been recruited to (exploitation staff, IRO leads, commissioners), there are others where offers have been made (IROs, Education psychologists). We have maintained high standards in recruitment; therefore, some positions were not filled within first round of interviews, however, we are confident that we will recruit to those positions in due course.
8. For new positions – Where new positions were needed to be created, for example – Deputy District Lead, Social Work Practice Lead, SEND senior Key Workers we are pleased to inform that all these positions have been through the Job Evaluation process, and we are now ready to plan our recruitment drive. Positions like Deputy District Lead and SEND Senior Keyworkers have already been advertised and have had a great response. We are in the process of shortlisting and interviews.

#### Retention –

9. Retention was a particular issue with two job roles – Social Workers, and residential staff. In relation to social work retention, the news of cabinet investment was sufficient to provide immediate relief and instil confidence in staff. Our Workforce Steering Board continues to provide

direction and is supporting in maintaining pace and traction. We launched our SW progression offer during our Practice Week in March 2023, which has been well received. Social work retention is closely linked to our progression offer which aligns our aspirations to be financially competitive as well as provide a sound platform for personnel ambitions. With the new social work roles and grades being approved at March JE Board, we are now able to land our progression offer.

10. Recruitment and retention of residential staffing continues to remain a challenge. We have taken a measured approach to this matter and are aligning our residential review in line with sufficiency strategy. We need to assure ourselves that our residential offer meets the emerging and future needs of children in care within Staffordshire. To this end, we are currently undertaking a full residential review with an aim of developing a service and structure fit to meet our current and future needs. Once this review is complete, we will implement the recommendations. We aim for the review to be completed before the end of Q2 2023-24 with a clear plan of action.

### **Measuring Impact –**

11. Qualitative impact – The qualitative impact of Cabinet investment has been immense, and this has been triangulated from various sources of information like feedback from frontline managers and practitioner’s forums, feedback from staff conferences and engagement events, sickness data, feedback from DCS, Lead member and Senior leadership team contact with frontline staff, and various staff surveys (LGA, Thinkwell survey and eNPS). Staff feel valued, supported, and despite the challenges they face; are working with enthusiasm to support children and families in Staffordshire. As more positions get recruited into, and the structure stabilises, we are confident that we will start to see tangible outcomes in terms of workloads and timeliness.
12. Qualitative impact on service provision – Managers are reporting an improvement in the recording of child’s lived experience and wishes and feelings in the child’s file, which reflects increased direct work and understanding of meaningful social work intervention. Although capacity remains a challenge for some teams, others are now permanently fully staffed and feeling like they are improving as a result. Overall, in learning & improvement hubs managers spoke about communication and relationships between teams improving steadily.

### Quantitative Impact –

13. **We have fewer children in our care.** More children left care than entered care in Dec-March 2023, leading to a reduction in the overall number of children in care (1278 excluding UASC compared to 1301 at the end of November 2022). This is the first reduction since August last year and has been positively impacted by work undertaken by the Children in Care Program Board (rate of 81 per 10,000).
14. **Initial review timeliness and review timeliness for children in our care has improved in February.** An increase of 10% for both initial and review conferences (now 78% and 88% respectively). We are doing further work to address some issues with recording in this area.
15. **We know that we are visiting our children in a timely manner.** Our children visit performance is being monitored on a weekly basis by District Leads, who ensure that every child is visited within required timescales.
16. SEND timeliness remains challenging but this is to be expected as additional capacity not in position yet. A positive picture though for phase transfers compared to previous years (97% of phase transfers now completed for pre-16s, currently 38% of post-16 completed.)

### **Final Summary:**

17. As the cabinet investment was approved in February 2023, this report is only able to reflect upon early progress that has been made so far within Children and Families Directorate. We are progressing plans at pace which are being monitored via workforce steering board. This board meets monthly and reports directly into C&F SLT. The overall performance of the directorate is linked and monitored via the corporate delivery plan.

### **Link to Strategic Plan**

18. Corporate Delivery Plan.

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

None

### **Contact Details**

**Report Author:** Nisha Gupta  
**Job Title:** Assistant Director Children's Social Care

**Telephone No.:**  
**E-Mail Address:**

Telephone No.  
[Nisha.gupta@staffordshire.gov.uk](mailto:Nisha.gupta@staffordshire.gov.uk)



## **Corporate Overview and Scrutiny Committee – 09/05/23**

### **Volunteering for Staffordshire County Council**

#### **Recommendations**

I recommend that the Committee:

- a. Provide comments and feedback on the nine new volunteering principles.
- b. Provide comments and feedback on the guidance and supplementary documents for staff working with Staffordshire County Council volunteers.

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

N/A

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

#### **Summary**

1. The Corporate Overview and Scrutiny Committee is being asked to:
  - a. Provide comments and feedback on the nine new volunteering principles.
  - b. Provide comments and feedback on the guidance and supplementary documents for staff working with Staffordshire County Council volunteers.
2. Feedback from the Committee will help to inform a report which will be considered by Cabinet in June, and comments will be used to further develop and inform the ongoing work, with the aim of providing a consistent and positive experience for people volunteering for Staffordshire County Council (SCC).

#### **Report**

#### **Background**

3. Ensuring our residents live in thriving and sustainable communities is one of the three priority outcomes in our Strategic Plan 2022-26. Our volunteers are critical to delivering this priority. The Council's Communities Position Statement 2023 set out some of the great things

we achieved with our communities and partners over the last 18 months, and much of this would not have been possible without the efforts of our volunteers.

4. The work to develop a set of principles and guidance to support people who volunteer for Staffordshire County Council is part of our Communities Delivery Plan 2023. This plan sets out how we will work with our partners to further empower our communities over the next 12 months and was approved by Cabinet alongside the Communities Position Statement on 15<sup>th</sup> February 2023.
5. Volunteers are central to the support that Staffordshire County Council provides for our residents and communities. Volunteers help us with almost everything we do, from maintaining our highways and green spaces, through to helping families and older people to stay independent, and supporting communities in our libraries, Community Help Points, and Family Hubs.
6. Feedback from our services shows that volunteers play a crucial role and have a positive impact on the delivery of Council services.
7. It is also important to acknowledge that volunteering has significant benefits to the individual as well. Research has shown that volunteering can have positive impacts on a person's physical and mental wellbeing. It can enable people to be more physically active, help them gain new skills, meet new people which in turn helps to tackle social isolation, it can also help them to gain more confidence in themselves and their abilities.
8. Following lessons learned and feedback from volunteers and partners during the response to Covid-19, an action was identified in the Communities Delivery Plan 2023 to review our current support for Council volunteers and develop some practical guidance for our staff. It was also agreed by the Communities Leadership Group to develop a set of principles for the organisation to commit to, to ensure all Council volunteers, have a positive and consistent experience.
9. Gathering the views of our current volunteers, our partners in the VCSE sector and staff who regularly work alongside Volunteers, has been central to create and develop the principles and guidance documents.
10. The nine draft volunteering principles have been developed with a range of key stakeholders. This includes Council service area leads and commissioners who work closely with volunteers, and our VCSE Capacity Building Framework partners, Support Staffordshire and Staffordshire



Council of Voluntary Youth Services (SCVYS), who have considerable experience in the promotion and development of volunteering.

11. The principles have also been informed by consultation with current volunteers in Staffordshire County Council run Libraries, Community Managed Libraries, and our Early Years Children's Centres.

12. By committing to these new volunteering principles, the Council will strive to:

- a. Have clearly defined expectations, roles, and boundaries for all our volunteers.
- b. Be inclusive and accessible for all residents who want to get involved.
- c. Be flexible where possible, with different opportunities depending on how much time people can give.
- d. Be personalised, considering the different experiences, skills, motivations, and capabilities of each volunteer.
- e. Ensure our volunteering opportunities are mutually beneficial for both volunteers and the Council's work within communities.
- f. Ensure that volunteers can provide feedback on their experiences with the Council.
- g. Have volunteer focused policies and processes, including recruitment, induction, and training.
- h. Recognise the positive contribution of our volunteers.
- i. Co-ordinate our approach to volunteering with existing Council resources, such as Open Door, Staffordshire Connects, and #DoingOurBit.

13. The set of practical guidance documents for staff have also been created in collaboration with service area leads and commissioners who regularly work with volunteers, with advice and support from our Legal, People Services and Health & Safety teams. This guidance includes information on topics such as:

- a. Planning and recruitment
- b. Training and insurance
- c. Expenses
- d. Induction and supervision
- e. Ending a volunteer placement

### **Implementation & Ongoing Monitoring:**

14. Further to the work which has been undertaken so far, we will be seeking permission from Cabinet to approve the following implementation actions which we believe will further embed the principles across the organisation and enhance the access to support and guidance for internal managers:

- a. **Review our internal intranet pages** on volunteering to ensure the guidance document is provided in an easily accessible format to managers and is kept up to date with relevant information which may also include establishing a dedicated SharePoint site to host the information.
  - b. **Review our external webpages** on volunteering to explore providing an easier and more accessible way for individuals to register an interest in volunteering for SCC – this could include developing a singular access mechanism for those individuals.
  - c. Work with colleagues in People Services (and associated colleagues) to **review available training and e-learning** packages for volunteers, which may include the potential of enabling volunteers access to specific e-learning modules on the learning hub.
  - d. Provide **internal communications to promote the new principles and guidance documents** to managers / staff, which may include utilising Business Brief, an article on the Knot and / or Yammer channels.
15. We will continue to review our progress and monitor how we support volunteers, as part of monitoring the Communities Delivery Plan 2023, which in turn will feed into the council's quarterly Integrated Performance process as applicable.
16. In addition, the council will engage with its workforce and SCC volunteers to obtain further feedback on their volunteering experiences, in Q1 2024, approximately one year after the introduction of the principles and guidance documents.

### **Link to Strategic Plan**

17. The attached volunteering principles and guidance documents link directly to 'How we Work' to "encourage our communities to help themselves and each other". Our work with communities and volunteers is also crucial to delivering SCC outcomes across a number of our wider strategic plan priorities.

### **Community Impact**

18. The volunteering principles (and accompanying guidance for managers / those supporting volunteers in the organisation) aim to provide benefits to individuals with protected characteristics by promoting cross

organisation buy-in from all services who either work with volunteers currently or decide to recruit volunteers in the future.

19. Furthermore, the principles intend to promote a positive experience for everyone volunteering within the organisation, benefitting both volunteers themselves and their wider communities. A Community Impact Assessment (CIA) has been completed for consideration by the Scrutiny Committee, and Cabinet in June 2023.

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

**Appendix 1** - Volunteering for Staffordshire County Council – Principles & Guidance for SCC staff responsible for supporting or managing volunteers.

**Appendix 2** – Volunteering for Staffordshire County Council – A Guide for Volunteers.

**Appendix 3** – Disclosure & Barring Service (DBS) Check – Information

**Appendix 4** – Volunteer Induction – 1<sup>st</sup> day template (example)

**Appendix 5** – Volunteer Agreement – Information & Template (example)  
Community Impact Assessment (CIA)

## **Contact Details**

**Assistant Director:** Catherine Mann  
**Job Title:** Interim Assistant Director for Culture, Rural & Safer Communities  
**Telephone No:** 01785 278320  
**E-Mail Address:** [Catherine.Mann@staffordshire.gov.uk](mailto:Catherine.Mann@staffordshire.gov.uk)

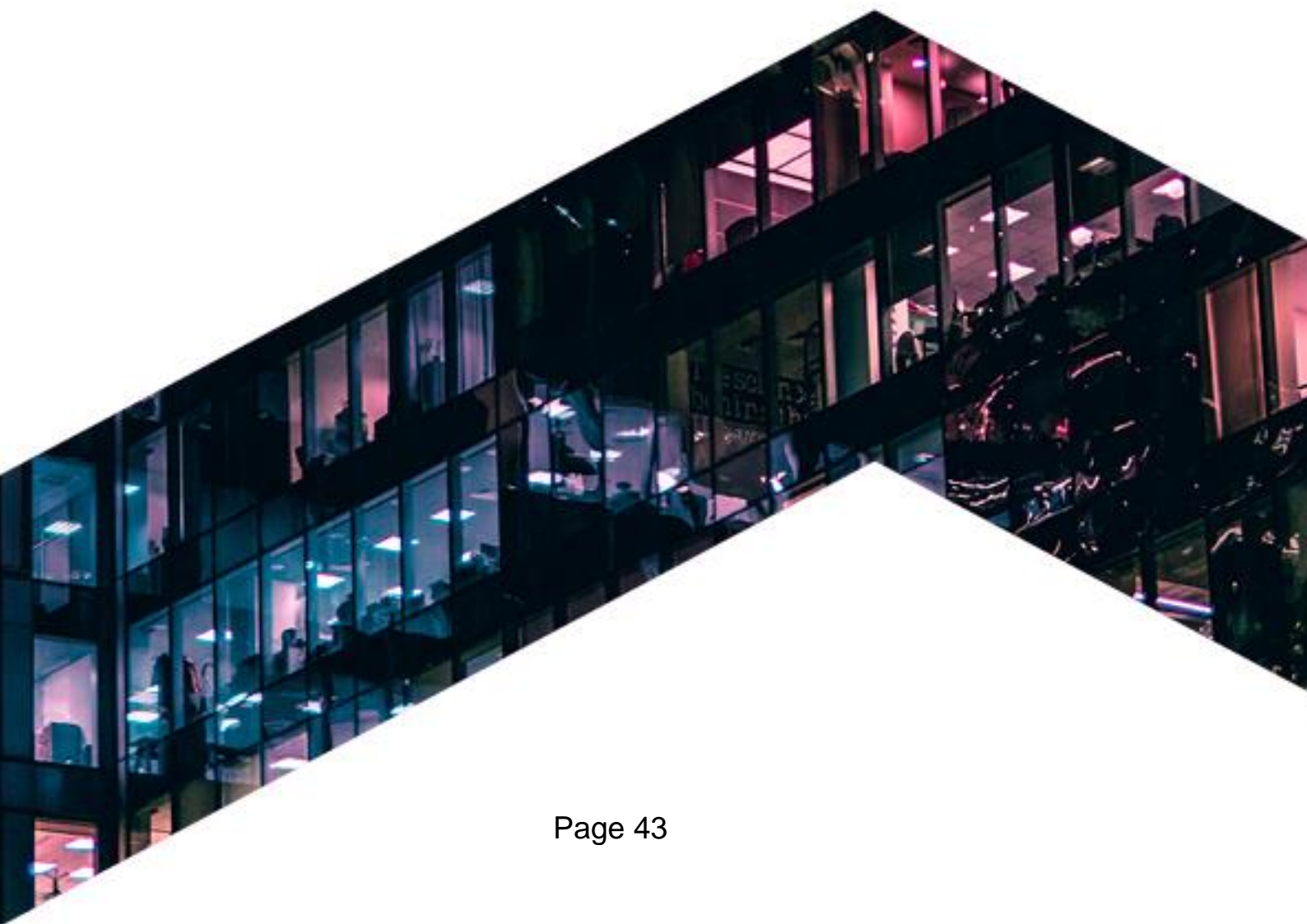
**Report Author:** Mike Smith  
**Job Title:** Strategic Policy Officer  
**Telephone No.:** 01785 276098  
**E-Mail Address:** [mike.smith2@staffordshire.gov.uk](mailto:mike.smith2@staffordshire.gov.uk)



# Volunteering for Staffordshire County Council

Principles & Guidance for SCC staff responsible for  
supporting or managing volunteers

2023



| <b><u>Contents:</u></b>  | <b><u>Page No:</u></b> |
|--|------------------------|
| <b><u>Introduction</u></b> .....   | <b>3</b>               |
| <b><u>Our Volunteering Principles</u></b> .....                            | <b>4</b>               |
| <b><u>Guidance for SCC Managers</u></b> .....                              | <b>5</b>               |
| 1. <b><u>Planning &amp; Recruitment:</u></b>                               |                        |
| 1.1 <b><u>Role Descriptions</u></b> .....                                  | <b>5</b>               |
| 1.2 <b><u>Insurance Checks</u></b> .....                                   | <b>6</b>               |
| 1.3 <b><u>Training &amp; Supervision</u></b> .....                         | <b>6</b>               |
| 1.4 <b><u>Volunteering Adverts</u></b> .....                               | <b>6</b>               |
| 1.5 <b><u>Personal Information &amp; Data Protection</u></b> ..            | <b>7</b>               |
| 1.6 <b><u>Expenses</u></b> .....   | <b>8</b>               |
| 2. <b><u>Pre-Placement – Initial Contact &amp; Suitability Checks:</u></b> |                        |
| 2.1 <b><u>Initial Conversations</u></b> .....                              | <b>9</b>               |
| 2.2 <b><u>Volunteers from the EU</u></b> .....                             | <b>9</b>               |
| 2.3 <b><u>Placement Offers &amp; DBS</u></b> .....                         | <b>10</b>              |
| 2.4 <b><u>Alternative Placements</u></b> .....                             | <b>10</b>              |
| 3. <b><u>Placement Stage – Induction, Supervision &amp; Management</u></b> |                        |
| 3.1 <b><u>Induction</u></b> .....  | <b>10</b>              |
| 3.2 <b><u>Supervision</u></b> .....  | <b>11</b>              |
| 3.3 <b><u>Health &amp; Safety</u></b> .....                                | <b>11</b>              |
| 3.4 <b><u>Resolving Issues</u></b> .....                                   | <b>11</b>              |
| 3.5 <b><u>Ending a placement</u></b> .....                                 | <b>12</b>              |
| <br><b><u>Additional Resources</u></b> .....                               | <br><b>13</b>          |
| <b><u>Key Contacts</u></b> .....   | <b>14</b>              |

## **Introduction:**

Helping our residents to live in thriving and sustainable communities is one of the three priority outcomes in our [Strategic Plan 2022 – 2026](#). Volunteers play a crucial role in achieving this.

Volunteers are central to the support that Staffordshire County Council provides for our residents. Volunteers help us with almost everything we do, from maintaining our highways and green spaces, through to supporting families and older people to stay independent by helping in our libraries, Community Help Points, and Family Hubs.

It is vital that we ensure everyone who volunteers for Staffordshire County Council is given the tools and support they need to have a positive experience that benefits both their communities and their own ambitions and aspirations.

This document sets out nine key principles for how we expect our staff to work with volunteers. To help ensure our organisation delivers on these principles, this document also provides a set of practical guidance and good practice examples for staff who are looking to recruit, manage, and support volunteers that can be applied to service areas as needed.

This document has been created as part of our [Communities Delivery Plan 2023](#) and alongside our [People Strategy](#). When creating our principles, we felt it was important to gather the views of our current volunteers, as well as our partners in the VCSE sector and staff who regularly work with volunteers. To do this, we undertook a targeted consultation exercise with two main service areas which have a large percentage of volunteers, as well as establishing a Volunteering Task and Finish Group that reports into the council's Communities Leadership Group.

In addition to guidance for our staff, we have also created a separate stand-alone document which is directly intended for use by volunteers coming into the organisation. This can be found in **Appendix 1 (Volunteering for Staffordshire County Council – A Guide for Volunteers)**.

## **Our Volunteering Principles**

**Staffordshire County Council is committed to providing a consistent, supportive, and mutually beneficial offer for people volunteering to support the authority.**

To help us achieve this, we have developed nine key principles for working with volunteers. **These principles should be adopted by all staff when recruiting and working with people who volunteer for Staffordshire County Council.** This way, we can ensure that across the entire organisation we provide the best possible experience for our volunteers, supporting the Council's work with our communities and helping volunteers to also benefit from their volunteering experience.

**We will...**

- 1) Have clearly defined expectations, roles, and boundaries for all our volunteers**
- 2) Be inclusive and accessible for all residents who want to get involved**
- 3) Be flexible where possible, with different opportunities depending on how much time people can offer**
- 4) Be personalised, taking into account the different experiences, skills, motivations, and capabilities of each volunteer**
- 5) Ensure our volunteering opportunities are mutually beneficial for both volunteers and the Council's work within communities**
- 6) Ensure that volunteers have the opportunity to provide feedback on their experiences with the Council**
- 7) Have volunteer focused policies and processes, including recruitment, induction, and training**
- 8) Recognise the positive contribution of our volunteers**
- 9) Co-ordinate our approach to volunteering with existing Council resources, such as Open Door, Staffordshire Connects, and #DoingOurBit**



## **Guidance for SCC Managers**

To help managers and services across the organisation to support these principles, we have prepared the following guidance which covers topics such as recruitment, engaging with and managing volunteers, and ending volunteering placements.

### **1. Planning & Recruitment:**

Before starting to look for volunteers it is recommended that managers and service areas consider the following, in line with both our volunteering principles and nationally recognised good practice from the [National Council for Volunteering Organisations](#) (NCVO).

#### **1.1 Role descriptions**

A role description should be developed before recruiting a volunteer and should include the tasks and responsibilities that a volunteer may undertake in the placement.

Your description should ideally include some or all of the elements listed below, depending on the nature of the placement and service area:

- Title of the role
- Tasks & responsibilities
- Provide boundaries and any activities which the volunteer should avoid
- Any skills or experience the individual would need to take on the role
- Provide information on who would be responsible for the volunteer
- Targets / performance measures for the role / service generally
- Location and hours available
- How the role would fit in with the wider service
- Expectations around behaviour and dress code (if applicable)

It is important to ensure that when writing any role description that you do not imply that the volunteer will be contracted to perform specific tasks. Volunteers, unlike employees, do not have to accept volunteering work offered, and similarly, the authority isn't required to provide volunteering work. This is a clear distinction within employment law. If you are unsure, please contact [Ask People Services](#) before publishing a role description.

Also, when writing your role descriptions please have regard for the fact that individuals may ask for it in an alternative format such as braille or large font etc.

It would also be beneficial to have a discussion with [Ask People Services](#) around the likelihood that the role would require a DBS check to be undertaken for the successful volunteer.

A DBS check will be required if the volunteer will have any regular unsupervised contact with children or any vulnerable adults during their placement. This is in line with our policies for paid staff however DBS checks for volunteers are typically free.

## 1.2. Insurance Checks

Volunteers who undertake activities under the direction of the council will normally be covered by our Public and Employers' Liability Insurance. However, managers are advised to consult the council's [Insurance Services](#) to ensure that the activity to be undertaken is covered by the council's insurance.

The council's insurance policies require that the activities be suitably and sufficiently risk assessed in accordance with the council's management arrangements and guidance regarding risk assessments.

It is important to remember when recruiting volunteers under 18, that there may be some limitations on what the young person is allowed to do and still be covered by our insurance. Managers may also be required to conduct an enhanced risk assessment for younger volunteers. This risk assessment will need to include the consent of a young person's parent or guardian to undertake the tasks set out in the role description.

## 1.3 Training & Supervision

It's important that any volunteer within the organisation feels supported and confident to perform the role they're undertaking.

It is recommended that service areas consider who will be directly responsible for managing the volunteer, as well as whether a mentor or buddy system would be appropriate. Mentor or buddy systems can help volunteers continue to deliver their placement as required in the absence of a manager or when volunteering within the community.

Training for volunteers entering a new placement or service is also important. This would include any training required to perform specific tasks, as well as any wider training considerations. Examples of wider training might include:

- Safeguarding
- Data Protection & Confidentiality
- Health & Safety
- Dealing with difficult customers
- Modern Day Slavery

## 1.4 Volunteering Adverts

When advertising a volunteering placement with the council, it is recommended that the following areas be covered within your advertisement:

- The role of the local authority and your service area
- The reason your service area is looking for volunteers and the difference that they could make
- What the volunteer might get from their involvement (e.g., face to face contact with residents, skills development, work experience for younger people etc).

- Who they can contact if they have any questions about the placement or if they want to find out more information

There are also various ways that we as a council can advertise for volunteers depending on the needs of your service area. These include:

- The Council's website
- Advert on WM Jobs
- Via a social media posts / campaign / communications bulletin
- Free local newsletters or on local social media groups
- Networking with existing local community groups or partners operating in that area
- Local radio adverts
- Adverts in council building receptions

Another element of the advert to consider is how you want to receive any expressions of interest from individuals. Expressions could come in one of several different ways, including:

- Via e-mail to a specified individual / service mailbox
- Through the main council switchboard
- Responses via social media posts – although these can be difficult to manage given its accessibility
- Through a specified partner organisation if applicable
- Completion and submission of an application form

Some service areas which already have multiple volunteers have set up dedicated volunteering pathways into their service areas. Good examples of this include:

- The [Council's Library service](#), which has a dedicated website along with related and linked content and videos from current volunteers explaining their experiences.
- Volunteering in Council managed [Children's Centres](#), which has an easily accessible website, explains the different placements clearly, and has an online application form.

### 1.5 Personal Information & Data Protection

Organisations need to collect and keep information about their volunteers (*unless it's just for a one-off event*) which is likely to include information which would come under the Data Protection Act's definition of "personal data". As a result, organisations must follow the rules about how it collects, stores, uses and discloses information.

The Data Protection Act has eight principles which provides guidance on what organisations should do. Those are:

- Data must be used in a fair and lawful way,
- Collected for a lawful reason and not be used for anything that is not part of this reason,

- Adequate, relevant, and not excessive for the reason for which it was collected,
- Accurate and kept up to date,
- Not kept longer than needed,
- Collected and stored in ways that respect the data subjects' rights,
- Kept with appropriate security measures,
- Not moved to a country or territory outside the European Economic Area unless the country or territory has laws that protect data subjects from their personal data being used inappropriately,

Some personal information you may decide or need to collect may be classed as “sensitive personal data” which has tighter rules about how it can be used. This type of data includes:

- Racial or Ethnic origins,
- Political opinions,
- Religious beliefs or other beliefs of a similar nature,
- Membership of a trade union,
- Physical or Mental Health conditions or medical history,
- Sexual orientation,
- Criminal history,
- Details of any criminal proceedings taken against a person, including sentences.

More information and guidance can be found by consulting the Information Governance's pages on [SharePoint](#).

## 1.6 Expenses

If, as a service you are considering recruiting volunteers you will need to have a conversation around if you may be prepared to pay out of pocket expenses to volunteers and the situations when those payments will be made.

There is no central budget for the payment of expenses to volunteers so this would need to come from your own service budgets.

The NCVO suggests the following are examples of situations when you may want to pay out of pocket expenses:

- Travel to and from the place of volunteering,
- Meals and refreshments,
- Equipment such as protective clothing,
- Administration costs (if they pay for postage, phone calls or stationery)

If you have a volunteer driver (and you've decided to pay them mileage) you are able to pay mileage allowance payments up to [certain tax-free limits](#) (which are the same rates SCC and most local authorities use to pay mileage for staff) if they're using their own car.

## **2. Pre-Placement – Initial Contact & Suitability Checks**

### **2.1 Initial Conversations**

Once your advert is public, it's important to contact any individuals who have expressed an interest in the placement as soon as possible. It is suggested to make contact in 3 to 5 working days of an initial expression of interest where possible.

When considering initial contacts, the language used when speaking to potential volunteers is important. It has been recognised as good practice (both nationally and through engagement with our own volunteers) that referring to the initial contacts as an "interview" can be counterproductive and can discourage potential volunteers. It is considered more appropriate to refer to any initial discussions in a less formal way, for example a "conversation" or a "tea and chat". This can help to put potential volunteers at ease and increase the chances that the individual will feel more comfortable in taking up a volunteering placement.

During initial conversations, you may want to discuss the following:

- Provide the prospective volunteer with the written role description and go through each element of it
- Explain any limitations or boundaries
- Discuss the volunteer times available, being flexible where possible
- Outline where the role supports the wider team / organisation

Initial conversations are an opportunity for both parties to get to know each other and see if the role and individual are suitably matched. It will also provide potential volunteers the opportunity to ask questions and clarify anything they may be unsure of.

It is also suggested to make them aware that if they are claiming any state benefits that they should ideally speak to the DWP / Jobcentre Plus before starting any placement in case this had an impact on their benefits. More detailed information on this has been provided in **Appendix 1 – A Guide for Volunteers**.

### **2.2 Volunteers from the European Union**

Although the UK is no longer a member of the European Union, EU Nationals can still volunteer in the UK if they meet the following criteria:

- They have settled or pre-settled status
- They have a visa that allows them to volunteer
- They're volunteering with an EU-Funded programme which is still recognised by the UK government.

In each situation you would need to proof before proceeding. The NVCO have more [guidance](#) around this topic if it's applicable to your service needs.

### 2.3 Placement Offer & DBS

If both parties are happy to move forward following the initial conversations, managers can start preparing for the placement to begin. This will usually be the point at which a DBS check application would be initiated.

There are four levels of DBS check, however if the volunteering placement requires unsupervised contact with children or vulnerable adults then either a Standard DBS or Enhanced DBS will be required before starting. For more detailed information on DBS checks, please see **Appendix 2**.

### 2.4 Alternative Placements

If either party feel the placement isn't the right match, it is recommended that consideration is given to whether an alternative volunteer placement might be suitable. This could include looking at other service areas or directing the volunteer to alternative placements on the [volunteering pages](#) on the Council's main website, visiting [Support Staffordshire's website](#) for more information on other volunteering opportunities locally, or visiting [#DoingOurBit.info](#) to find out more about how they can help themselves, their families, and the place they live, even if they don't have time to volunteer formally.

## **3 Placement Stage – Induction, Supervision & Management**

### 3.1 Induction:

All new volunteers should have an induction ideally on the first day they volunteer.

The aim of the induction is to ensure that the volunteer understands their placement clearly, they are aware of how and when they should carry out their assigned tasks, and they are able to perform these tasks in a safe manner, understanding what they are doing and how they are contributing to the goals of the Council.

An induction process could also include elements such as:

- Introducing the volunteer to staff and other volunteers,
- Explain any service specific or more general training courses which they would be required to undertake,
- Provide them with a tour of their volunteering environment,
- Show them where they can access resources as required,
- Let them know where they can take breaks,
- Introduce them to their allocated buddy / mentor if appropriate,
- Check with them if there is anything else they need to raise or if anything is likely to change with their circumstances,

- Provide them with a Volunteer Agreement – if applicable – **see Appendix 4** for an example.

The induction is also an opportunity to share any applicable policies and procedures which we have within the authority such as:

- Safeguarding
- Organisational structures
- Complaints process
- Health & Safety
- Volunteer Benefits

An example induction template is available as **Appendix 3**.

### 3.2 Supervision:

Providing volunteers with appropriate supervision and support will enable them to fulfil their placement effectively and get the most out of their volunteer experience, resulting in the best outcomes for all parties.

It is good practice to maintain contact with a volunteer after the induction process is complete. This can include inviting the volunteer to participate in regular catch-up's or 1 to 1's, which can be done either in person or via Microsoft Teams as applicable to the service area's requirements. These catchups are a good opportunity to gauge how the placement is going for the volunteer, offering them the opportunity to raise any concerns or questions and crucially providing them with feedback.

If the volunteer is under the age of 18, it may be necessary to undertake the one to one's with the young person's parent / guardian. It is recommended that this is discussed with the young person and parent / guardian during any initial conversations. If you have several volunteers within your service, it is also recommended to undertake group catch-up meetings as well as individual 1 to 1's. This provides an opportunity for the volunteers to get together, share experiences and discuss topics which they might not have been able to raise in their 1 to 1 discussion.

### 3.3 Health & Safety:

Staffordshire County Council is committed to ensuring that we look after the health, safety and welfare of any volunteers undertaking placements with the Council. It is important as a manager of volunteers to ensure that you refer to the current [Health & Safety policies](#) in place across the organisation around volunteering and are able to share these with any volunteers coming into your service areas.

### 3.4 Resolving Issues:

In the event of any issues occurring during a volunteering placement, it is good practice to ensure that action is taken quickly to resolve any problems as they

develop. This can reduce the risk of losing the volunteer and manage any potential reputational risks to the organisation.

If issues do arise, it is good practice for the responsible manager to undertake a fact-finding exercise to ascertain what the issues are. Once this has been undertaken, an initial meeting can then take place with any relevant parties, followed by a review meeting after an agreed period.

During this initial meeting, it's important to discuss with the volunteer what the issue is, what impact it has had, and agree an approach to resolving the issue moving forward. How this conversation is conducted with the volunteer is important, and managers should ensure they remain professional, not take sides, and listen to the views and feedback of the volunteer.

It may also be appropriate at the meeting to discuss the following:

- Reviewing the placement and expectations, including any boundaries which have previously been set out
- Offer more support or training if the volunteer has been struggling to undertake the volunteer activities or tasks
- Adjust the tasks for the volunteer if this would suit their abilities better
- Discuss whether there is a more suitable volunteering placement elsewhere in the organisation

If it is not possible to resolve the issues, it may be necessary to bring the placement to an end

### 3.5. Ending a placement:

In some circumstances it may be necessary to bring a volunteer placement to an end due to a variety of reasons.

For example, a placement may end due to a change in service, legislative changes, or issues have arisen during the course of the placement that can't be resolved.

The volunteer may need to end their placement due to a change in their personal circumstances, health issues, or they have secured employment resulting in the volunteer no longer being able to commit to the placement.

In either situation it is important to try to maintain a positive relationship with the volunteer if possible. If the Council has made the decision to end the placement, then it is best practice for the responsible manager to ensure that the volunteer receives a written acknowledgment of their contribution expressing the council's gratitude for their work.

If the volunteer wants to end their placement, the responsible officer should discuss with the volunteer whether any potential adjustments can be made to help them continue in the placement. If the volunteer decides that they do not wish to remain in the placement, the responsible manager should confirm in writing the end of their placement and thank them for their contribution.



Once a volunteer has left the organisation, the responsible officer should ensure:

- All Staffordshire County Council property is returned (ID badges, and any equipment etc)
- The volunteer has completed any outstanding information required around any ongoing safeguarding issues
- They have deleted any personal information or data they held on behalf of the council
- If they have any social media accounts, ask that they remove any references to being in an active volunteering placement with the council
- That any codes or passwords to equipment or property are changed so they no longer have access
- All remaining volunteers or staff within the team are aware that the individual has left the placement and that they should not share any ongoing information with the individual moving forward
- The volunteer is given the opportunity to provide feedback on how the placement has gone from their point of view and anything that could have been done differently

### **Additional Resources:**

Further information on the work we are doing with our communities can be found on the **dedicated Communities page** on Staffs Space [here](#). This includes our latest Communities Delivery Plan and information on key strands of work, including our Early Help Strategy, Supportive Communities, and how we are working with the local VCSE sector through our VCSE Capacity Building Framework.

Volunteers also have a key role to play in our approach to **Making Staffordshire Sustainable** and achieving our commitment as an organisation to achieving net zero carbon emissions by 2050. Further information on how we are #DoingOurBit to make Staffordshire Sustainable can be found on Staffs Space [here](#).

Formal volunteering is only one way in which people can get involved. Our **#DoingOurBit campaign** encourages residents and staff to consider doing one small thing to help themselves, their loved ones, and the place they live. [DoingOurBit.info](#) has a range of information, ideas, and advice for how everyone can get involved, even if you don't have time to volunteer.

Further information on our **People Strategy** and our associated volunteering policies can be found on Staffs Space [here](#).

The development of our volunteering principles and guidance for staff has been supported by the council's VCSE Capacity Building Framework Partners Support Staffordshire and the Staffordshire Council of Voluntary Youth Services (SCVYS). Further information on the support they provide for volunteers and VCSE groups across Staffordshire can be found using the links below:

- **Support Staffordshire** – [www.supportstaffordshire.org.uk](http://www.supportstaffordshire.org.uk)

- **Staffordshire Council of Voluntary Youth Services (SCVYS)** – [www.staffscvys.org.uk](http://www.staffscvys.org.uk)

This document has also been developed using nationally recognised good practice from several organisations, including the [National Council of Voluntary Organisations \(NCVO\)](#). NCVO has a range of online resources available which may prove useful to staff and service areas looking to recruit and work with volunteers.

### **Key Contacts:**

For further information on HR issues relating to volunteering, please contact [Ask People Services](#)

For further information on conducting DBS checks, please email [disclosure@staffordshire.gov.uk](mailto:disclosure@staffordshire.gov.uk)

For further information on the council's insurance policies and how they may relate to volunteering, please email [insurance@staffordshire.gov.uk](mailto:insurance@staffordshire.gov.uk)

For further information on the council's work with communities, including #DoingOurBit and our VCSE Capacity Building Framework, please email [adam.rooney@staffordshire.gov.uk](mailto:adam.rooney@staffordshire.gov.uk)

Across Staffordshire County Council there are multiple service areas which have successful long term volunteering placements and programmes. Representatives from these service areas have helped in the development of our volunteering principles and guidance. They have kindly put their names forward to act as a point of contact for any managers or service areas thinking of recruiting volunteers:

- **Chris Plant** – Area Manager (North) – Staffordshire Libraries & Arts Service [chris.plant2@staffordshire.gov.uk](mailto:chris.plant2@staffordshire.gov.uk)
- **Kate Tomson-Rayner** – Early Years Coordination Service [kate.tomson-rayner@staffordshire.gov.uk](mailto:kate.tomson-rayner@staffordshire.gov.uk)

# Volunteering for Staffordshire County Council

A Guide for Volunteers

2023

## **Introduction:**

Staffordshire has a strong and passionate volunteering base, and we recognise the incredible value and contribution which volunteers have to our communities.

As part of recognising the importance of our volunteers, Staffordshire County Council has worked with our current volunteers, our staff, and our partners in the voluntary sector to develop a set of new **Volunteering Principles**.

We hope that these principles will help us to provide the best experience possible for people who volunteer for the county council and encourage more people to volunteer with us.

This document sets out our volunteering principles and also provides some helpful information and advice on what you can expect if you volunteer with us.

## **Staffordshire County Council – Our Volunteering Principles:**

We will...

Have clearly defined expectations, roles, and boundaries for all our volunteers

Be inclusive and accessible for all residents who want to get involved

Be flexible where possible, with different opportunities depending on how much time people can give

Be personalised, taking into account the different experiences, skills, motivations, and capabilities of each volunteer

Ensure our volunteering opportunities are mutually beneficial for both volunteers and the Council's work within communities

Ensure that volunteers have the opportunity to provide feedback on their experiences with the Council

Have volunteer focused policies and processes, including recruitment, induction, and training

Recognise the positive contribution of our volunteers

Co-ordinate our approach to volunteering with existing Council resources, such as Open Door, Staffordshire Connects, and #DoingOurBit

## **Volunteering for Staffordshire County Council – what to expect at each stage:**

As a new volunteer taking on a placement at Staffordshire County Council, you should expect the following support from at each stage of the process:

### Expression of Interest:

When you have expressed an interest in a volunteering role, we will look to contact you to discuss further within 3-5 working days where possible.

### Initial Conversation:

We will contact you for an initial conversation, going through the role in more detail and agreeing the activities you will be involved in. We will also discuss when and where you will be volunteering and how your involvement will make a difference.

### Disclosure & Barring Service (DBS) Check:

Depending on the type of volunteering tasks you will be doing, you may be required to agree to undertake a DBS check. This is to make sure our residents remain safe. As part of this check we will request any information stored by the Police with regards any convictions / cautions etc.

### Placement Start:

When starting a new volunteering role with the Council, we will look to provide you with an 'induction' to make sure you have all the information and training you need. This induction will usually take place on your first day and will be an opportunity to see where you will be volunteering and meet the people you will be working with.

### Supervision:

While you are volunteering for the Council, you will always have a named officer who will be your point of contact if you have any issues or concerns. The officer will keep in touch with you to see how you are doing and help with any concerns you might have which could impact on your placement.

### End of your placement:

If anything changes and you unfortunately need to end your volunteering placement with the Council, we will be very sorry to see you leave.

Your named officer will look to meet with you to collect any equipment / ID badges or anything else given to you by the Council for the placement.

### **Further information about Volunteering:**

To find out more about the types of volunteering opportunities available at Staffordshire County Council, please visit our website on the link below:

<https://www.staffordshire.gov.uk/Community/Volunteer/PeopleHelpingPeople.aspx>

If you don't think you have time to volunteer formally, please visit [www.DoingOurBit.info](http://www.DoingOurBit.info) to find out more about some simple ways you can help yourself, your family, and the place you live.

If you are interested in volunteering somewhere else, please visit Support Staffordshire for information and opportunities to volunteer with voluntary groups across the county:

<https://www.supportstaffordshire.org.uk/volunteering/i-want-volunteer>

## **Additional Useful Information:**

### **Volunteering & Claiming Benefits:**

You can volunteer while receiving state benefits without those benefits being impacted if you continue to meet all the conditions of the applicable benefit.

Those conditions can vary depending on the individual benefit and should always be checked with the benefit administrator before undertaking any placement – this is usually the Department of Work and Pensions (DWP). We would also recommend checking the DWP website for any changes to the below information –

[www.gov.uk/guidance/volunteering-and-claiming-benefits](http://www.gov.uk/guidance/volunteering-and-claiming-benefits)

The two main types of state benefit you may be on and how they are impacted are:

#### **Universal Credit (UC):**

If you are claiming Universal Credit, you will need to make sure you are in one of the following four work-related activity groups:

1. “No work-related requirement group” – for people who are unable to work.
2. “Work-focused interview group” – this is for people who are being prepared for work via regular interviews with their assigned work coach.
3. “Work preparation group” – this is people who are in an intensive work preparation group but are not required to actively look for work.
4. “All work-related requirements group” – for people who must do work preparation activities, be looking for work and be available to start a job straight away.

People who are in the “all work-related requirement group” have to undertake “work search” activities on a weekly basis – this tends to be for around 30/35 hours per week. Volunteering can count as a “work search activity” for up to half the time they have agreed to spending looking and preparing for work – known as the “claimant commitment”.

It’s important to note that there isn’t a limit on how many hours a person can volunteer for and still claim state benefits, but it just means however many hours they do it can only account for 50% of their work search commitment.

As a basic example, if someone volunteers for 30 hours a week and the claimant commitment states they’re required to do 30 hours a week work searches and/or work preparation activities, then only 15 (50%) of those 30 hours voluntary work should be able to be counted toward their 30 hours work search requirements.

You should always consult your work coach about your individual circumstances before starting any placements.

Employment and Support Allowance (ESA):

If you have a health condition or disability, you can still volunteer.

The Social Security (Incapacity for Work) (General) Regulations 1995 & The Employment and Support Allowance Regulations 2013 confirmed volunteering was in the category of “exempt work” meaning those claiming the benefit are allowed to carry it out and people on this benefit can volunteer for as many hours as you wish. However, in all cases they would need to let the DWP know about any placement before starting.

Irrespective of which benefit you are claiming you must ensure that you inform your local benefits office or DWP main contact line before undertaking any placement.

The DWP will need to know the following information from you to update your record and advise you correctly in terms of how any placement could impact you:

1. How many hours a day will you be volunteering for?
2. How many hours a week will you be volunteering for?
3. Will you be volunteering for the same hours and days each week, or will they change?
4. What will your volunteering role involve?
5. Will you get paid any expenses?
6. Will you receive any money on top of any expenses?
7. Will you receive anything else you are given – this may not be money?

After commencing any placement, you would need to inform the DWP if there are any changes to the number of hours or days they are volunteering and if you stop volunteering – again this is your responsibility only.

DWP Useful Contact Information:

|                                |   |
|--------------------------------|---|
| Employment & Support Allowance | Telephone: 0800 169 0310  |
|                                | Textphone: 0800 169 0314  |
|                                | Monday – Friday 8am – 5pm   |
| Universal Credit               | The primary method for contact with Universal Credit is through the individual's “online account” |
|                                | Telephone: 0800 328 5644  |
|                                | Textphone: 0800 328 1344  |





## **VIVup Platform:**

New access to VIVUP Platform for lifestyle benefits and access to health and wellbeing support

As part of our commitment to supporting our volunteers, we have reviewed the benefits we can offer and are pleased to announce access to our VIVUP platform which offers support with lifestyle benefits and health and wellbeing support. We are doing this to make sure that you as volunteers feel valued and supported and as a thank you for helping the council to deliver its Strategic Plan offering your time to help our communities and the people of Staffordshire.

Vivup is a new benefits platform and a one-stop-shop for health and wellbeing support that offers exciting new lifestyle benefits to help people save money and support their financial wellbeing. The platform also hosts all of the benefits and health and wellbeing support we can offer to volunteers.

Volunteer can register now for Vivup at <https://staffordshire.vivup.co.uk/>. When registering, in the organisation drop down please choose “commissioned services/volunteer” and in the section requiring an employee number, please state volunteer.

Please use your personal email address to register so you can use Vivup at home and on the go and get discounts sent directly to your email address or your own mobile phone or other device.

The three main sections on the platform are:

1. Notice Board of key messages.
2. Lifestyle savings - a range of discounts across major retailers and places to eat and drink, including Tesco, Marks & Spencer, Morrisons, Argos, Boots, Pizza Express and Costa Coffee.
3. Support and wellbeing – all the health and wellbeing support we offer, on physical health, mental health, financial wellbeing and social wellbeing.

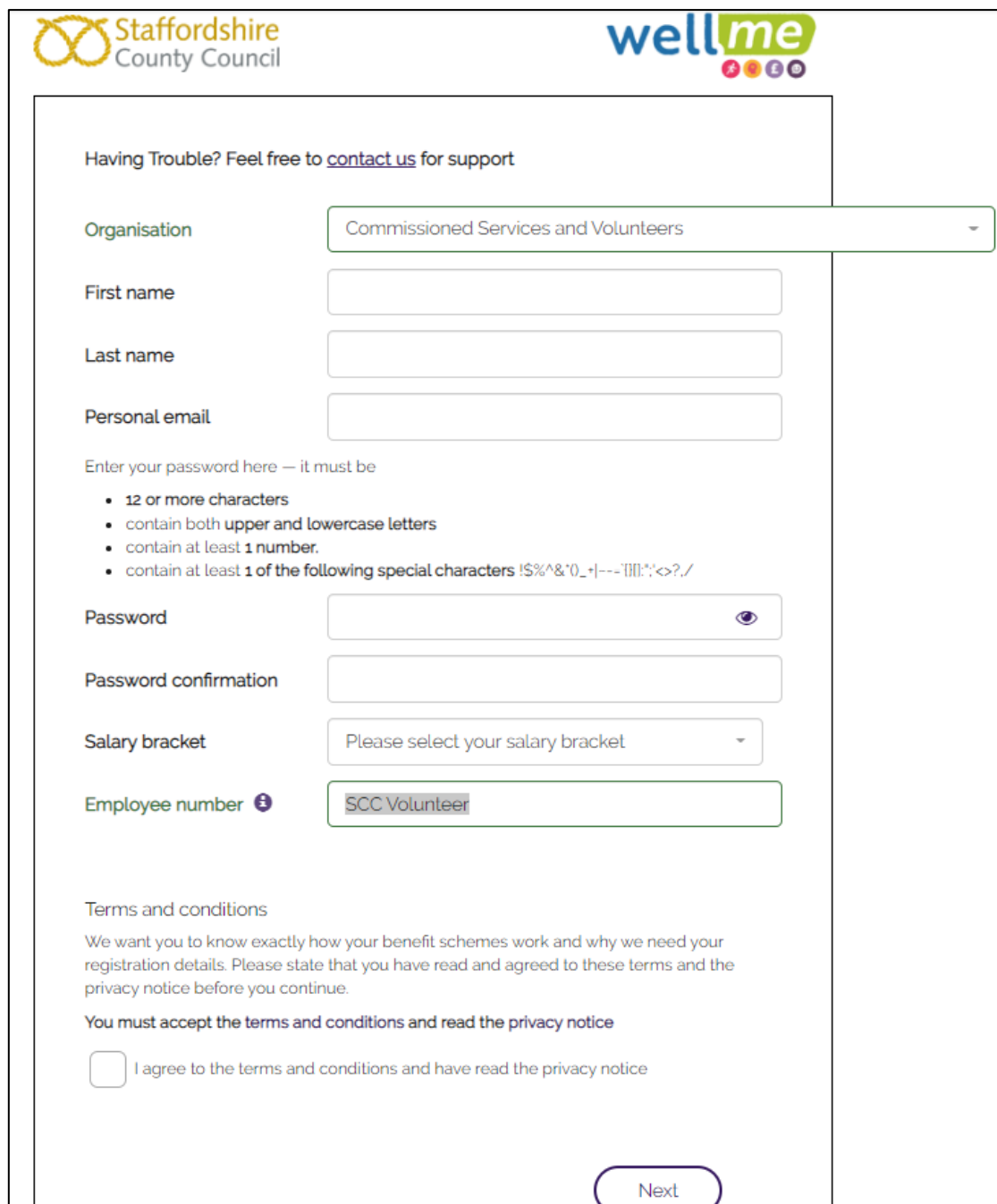
We've also partnered with Salary Finance which provides access to their “Money Insights-Learn Platform” that can help educate individuals on how to make their money work for them. The Salary Finance Learn Platform provides videos, tools and guides to manage money better. Check out their financial tips, achieve your savings goals and budget effectively.

Sign up today to access all the benefits and saving on the go



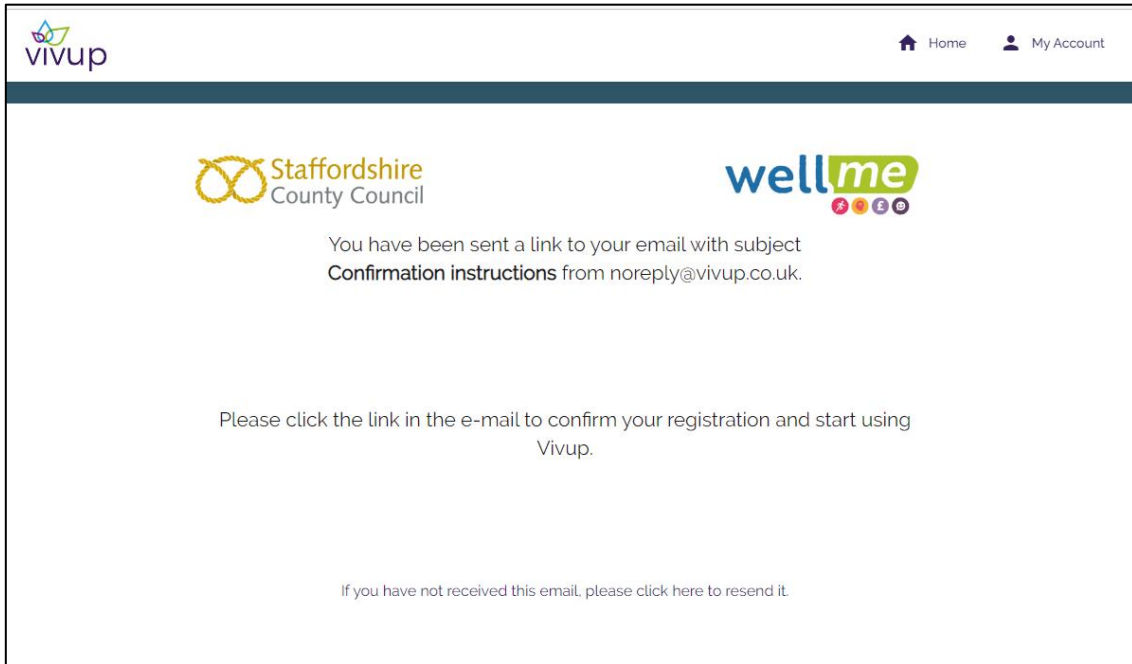
### Platform Sign-Up Guide:

In order to sign up with VIVup you will need to complete the below application form on the website. Under “Organisation” please select **Commissioned Services and Volunteers** and under “Employee Number” please just type in **SCC Volunteer**.



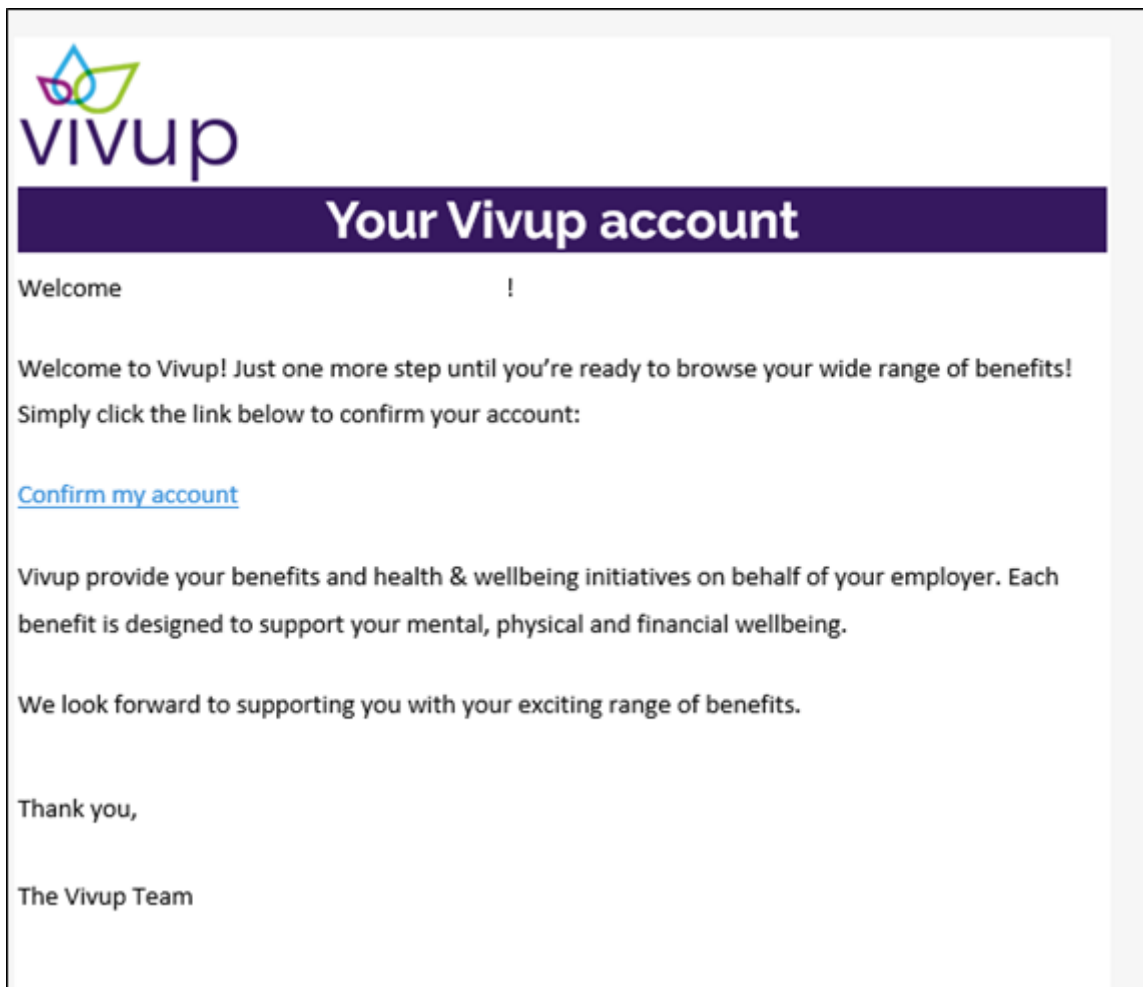
The screenshot shows the VIVUP sign-up form with the following fields and content:

- Staffordshire County Council logo and wellme logo at the top.
- Text: "Having Trouble? Feel free to [contact us](#) for support"
- Organisation: Dropdown menu with "Commissioned Services and Volunteers" selected.
- First name: Text input field.
- Last name: Text input field.
- Personal email: Text input field.
- Text: "Enter your password here — it must be"
- List of password requirements:
  - 12 or more characters
  - contain both upper and lowercase letters
  - contain at least 1 number.
  - contain at least 1 of the following special characters !\$%^&'()\*\_+!@!:";.<>?./
- Password: Text input field with an eye icon for visibility toggle.
- Password confirmation: Text input field.
- Salary bracket: Dropdown menu with "Please select your salary bracket" selected.
- Employee number: Text input field with "SCC Volunteer" entered.
- Terms and conditions section:
  - Text: "We want you to know exactly how your benefit schemes work and why we need your registration details. Please state that you have read and agreed to these terms and the privacy notice before you continue."
  - Text: "You must accept the terms and conditions and read the privacy notice"
  - Checkbox:  I agree to the terms and conditions and have read the privacy notice
- Next button at the bottom right.



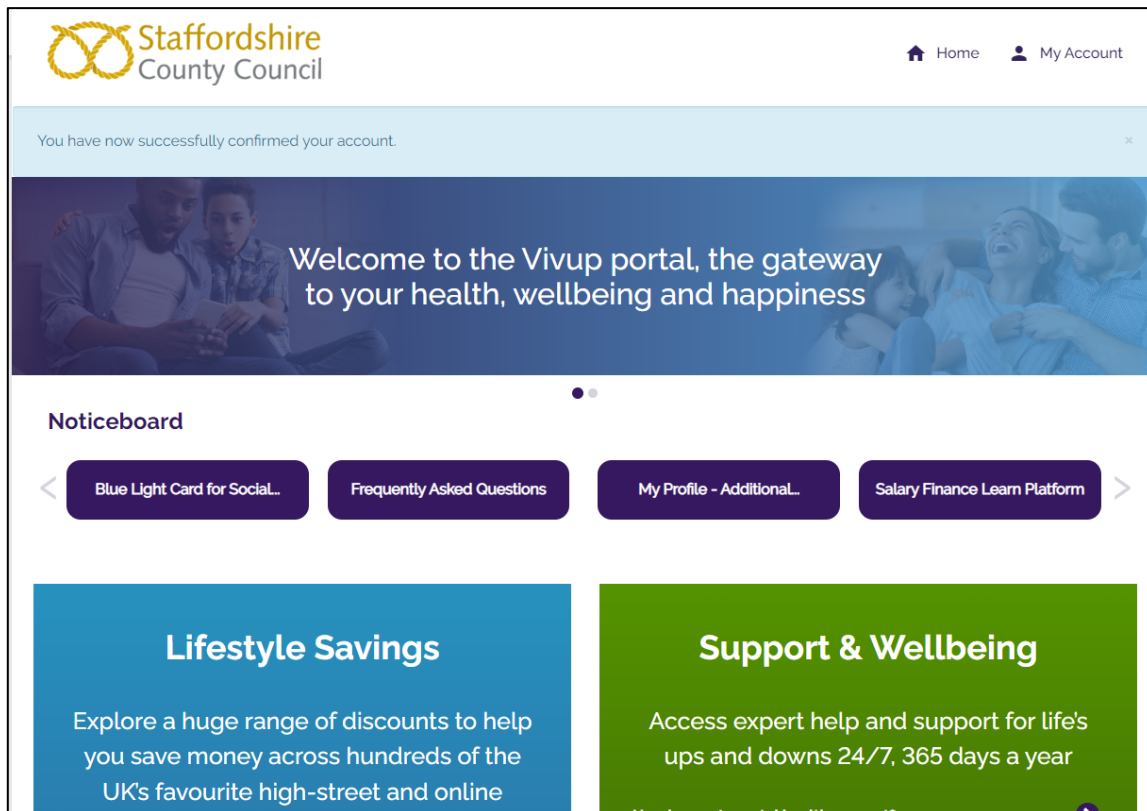
The screenshot shows the top of an email. On the left is the Vivup logo. On the right are links for 'Home' and 'My Account'. Below the logos are the Staffordshire County Council and Wellme logos. The main text reads: 'You have been sent a link to your email with subject Confirmation instructions from noreply@vivup.co.uk.' Below this is a paragraph: 'Please click the link in the e-mail to confirm your registration and start using Vivup.' At the bottom, there is a link: 'If you have not received this email, please click here to resend it.'

Once you click “next” the webpage (above) will change and direct you to go to your personal e-mails to confirm your account:



The screenshot shows a webpage with the Vivup logo at the top left. A dark purple banner across the top contains the text 'Your Vivup account' in white. Below the banner, the text reads: 'Welcome !' followed by 'Welcome to Vivup! Just one more step until you're ready to browse your wide range of benefits! Simply click the link below to confirm your account:'. A blue underlined link 'Confirm my account' is provided. Below this, the text says: 'Vivup provide your benefits and health & wellbeing initiatives on behalf of your employer. Each benefit is designed to support your mental, physical and financial wellbeing.' This is followed by: 'We look forward to supporting you with your exciting range of benefits.' At the bottom, it says: 'Thank you, The Vivup Team'.

Once you have confirmed your account you will be able to log into the platform and you will find you have access to a noticeboard with useful information as well as savings / discounts and support and wellbeing information:



The screenshot shows the Vivup portal interface. At the top left is the Staffordshire County Council logo. To the right are navigation links for 'Home' and 'My Account'. A light blue banner at the top contains the message: 'You have now successfully confirmed your account.' Below this is a large blue banner with a family photo and the text: 'Welcome to the Vivup portal, the gateway to your health, wellbeing and happiness'. Underneath is a 'Noticeboard' section with four purple buttons: 'Blue Light Card for Social...', 'Frequently Asked Questions', 'My Profile - Additional...', and 'Salary Finance Learn Platform'. At the bottom are two main content blocks: 'Lifestyle Savings' (blue background) and 'Support & Wellbeing' (green background). The 'Lifestyle Savings' block says: 'Explore a huge range of discounts to help you save money across hundreds of the UK's favourite high-street and online'. The 'Support & Wellbeing' block says: 'Access expert help and support for life's ups and downs 24/7, 365 days a year'. Below this, a small purple button is partially visible with the text 'Need urgent mental health support?'.

## **Appendix 3**

### **Disclosure and Barring Service (DBS) Check – Information**

There are four levels of DBS check, each type results in a DBS certificate being issued to an individual. Employers can then ask to see the certificate to ensure that they are recruiting suitable people into their organisation.

The four levels are:

1. Basic
2. Standard
3. Enhanced
4. Enhance with Barred List(s) check

#### **Basic DBS**

A basic DBS is essentially for any purpose, including employment. The certificate will contain details of the convictions and conditional cautions that are considered to be unspent under the terms of the Rehabilitation of Offenders Act (ROA) 1974.

Any individual can apply for a Basic check directly from the DBS through an online application process, Or through Staffordshire County Council.

All basic checks done by the DBS currently cost £18 (2022), even for a volunteering position.

#### **Standard DBS**

A standard DBS check is suitable for certain roles, such as a security guard for example. The certificate will contain details of both spent and unspent convictions, cautions, reprimands, and warnings that are held on the Police National Computer (PNC).

An individual cannot apply for a standard check by themselves this will be applied for by Staffordshire County Council.

This service is free for volunteers.

#### **Enhanced DBS**

An enhanced DBS check is suitable for people working with children or adults in certain circumstances such as those in receipt of healthcare or personal care. An Enhanced DBS check is also suitable for a small number of other roles such as taxi licence applications or people working in the Gambling Commission.

The certificate will contain the same details as a standard certificate and, if the role is eligible, Staffordshire County Council can request that one or both of the DBS Barred Lists are checked.

The certificate may also contact non-conviction information supplied by relevant police forces if it is deemed relevant and ought to be contained in the certificate.

An individual cannot apply for an Enhanced DBS check by themselves. This will be applied for by Staffordshire County Council.

This service is free for volunteers.

### Enhanced with Barring Lists DBS

An Enhanced with Barring Lists DBS check is also suitable for people working with children or adults in certain circumstances such as those in receipt of healthcare or personal care.

An Enhanced with Barring certificate will contain the same information as an Enhanced DBS certificate but will also include a check of one or both Barred Lists.

### Volunteering & DBS Checks

Applicants do not pay for Standard, Enhanced or Enhanced with Barred Lists DBS checks for volunteer positions. The checks however are processed in the same way as for a paid position.

All Standard, Enhanced and Enhanced with Barred Lists DBS certificates now show if a fee has been charged by DBS so applicants can see if the certificate was issued for a paid role or a voluntary role.

To qualify for a free-of-charge volunteer check, the applicant must not:

- Benefit financially from the position for which the application is being submitted,
- Receive any payment (except for travel and other approved out of pocket expenses),
- Be on a work placement,
- Be in a trainee position or undertaking a course of study that will lead to a full-time role / qualification,
- Be a paid foster carer or member of a foster care household.

To apply for a Standard, Enhanced or Enhanced with Barring List DBS please contact [disclosure@staffordshire.gov.uk](mailto:disclosure@staffordshire.gov.uk)



### Step 1

- Establish if the role requires a Standard, Enhanced or Enhanced with Barring Lists check. If you are still unsure, check with Ask People Services which level will be required for the role.



### Step 2

- If the role is eligible, make sure it meets the DBS definition of a volunteer - "A person engaged in an activity which involved spending time, unpaid (except for travel and other approved out of pocket expenses), doing something which aims to benefit some third party other than, or in addition to, a close relative.



### Step 3

- If the role is considered volunteer in line with Step 2, the volunteer should complete the relevant sections of the application form.
- The application form is available online by visiting <https://disclosure.capitarvs.co.uk/staffordshire>
- Managers will be required to create a log on via [disclosure@staffordshire.gov.uk](mailto:disclosure@staffordshire.gov.uk)





## **Appendix 4: Volunteer Induction – 1<sup>st</sup> Day Template (Example):**

*\*\*Please be advised the below 1<sup>st</sup> day template is basic by design as each service area will have different requirements but it can be used to give you a starting point to work from. \*\**

| <b>Day 1 – Induction</b>  | <b>Manager / Responsible Officer – Initials</b> | <b>Volunteer – Initials</b> |
|---|---|-----------------------------|
| Provide a tour of the office / area where the volunteer will be located   |   |                             |
| <b>Tour</b> – Point out all emergency exits   |   |                             |
| <b>Tour</b> – Run through the fire evacuation process for the location as well as the assembly point(s) and who to report to                                  |   |                             |
| <b>Tour</b> – Point out any first aid boxes / stations and who the first aider and mental health first aiders are at the location                             |   |                             |
| <b>Tour</b> – Introduce the volunteer to the team and any other volunteers already in the service   |   |                             |
| <b>Tour</b> – Show the volunteer where any breakout areas are in the location   |   |                             |
| <b>Tour</b> – Explain that all council locations are smoke-free and point out a suitable location they can go should they need to                             |   |                             |
| <b>Tour</b> – Show the volunteer where they are likely to be sat when at the location <i>(if applicable)</i>  |   |                             |
| Introduce the volunteer to their allocated buddy / mentor <i>(if applicable)</i>  |   |                             |
| <b>Structure</b> – Provide an overview of the service structure so the volunteer can easily see where they fit in   |   |                             |
| <b>Tasks</b> – Discuss the tasks and responsibilities for the volunteer and allow them time to ask any questions about them which they haven't already asked. |   |                             |
| <b>Day 1 Overview</b> – Provide an overview of what the volunteer can expect to be doing over the course of the day and week                                  |   |                             |
| <b>Training</b> – Provide an overview of any specific training which the volunteer would need to undertake as soon as possible.                               |   |                             |



## **Appendix 5:**

### **Volunteer Agreement – Information & Template (Example):**

The National Council of Voluntary Organisations (NCVO) suggests that a volunteer agreement is essentially there to help organisations and volunteers know what they can expect from each other.

There are multiple elements which the NCVO recommend including within any agreement.

The Organisation would often agree to:

- Provide an induction and any training needed for the role,
- Give regular support to the volunteer,
- Have a named person to support the volunteer,
- Treat volunteers in line with an equal opportunities policy,
- Pay back volunteer expenses – where applicable and agreed,
- Have insurance cover for volunteers,
- Follow all health and safety practices,

The Volunteer would expect to:

- Follow all relevant policies and procedures, such as health and safety, confidentiality, and data protection etc.
- Meet agreed expectations for the role, such as the amount of time the role should take etc.

It's important to make sure that volunteer agreements do not sound like employment contracts as treating volunteers like employees may make them eligible for full employment rights. As a result, it's suggested to use language such as "expectations" rather than "obligations".

It is also suggested to have a sentence which states that the agreement isn't a legal contract with the volunteer.

### **Internal Example:**

*\*The following is an example of a volunteer agreement currently in use by the Children's Centres – for more information or a copy of the example please contact the Early Years Team.\**

## Volunteer Agreement

This Volunteer Agreement outlines the arrangement between the Children's Centre and the Volunteer. We wish to thank you for your commitment to volunteering with us and we will do the best we can to make your volunteering experience with us as enjoyable and rewarding as possible.

Your role as a volunteer is: \_\_\_\_\_

Role description:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Your location is: \_\_\_\_\_

Your start date is: \_\_\_\_\_

### **Part 1: The Organisation**

The Children's Centres aim to offer the following:

**1. Induction & Training:**

To provide thorough induction on the work of the Children's Centre, its staff, your volunteering role, and the training you may need to meet the responsibilities of your role.

**2. Supervision, Support & Flexibility:**

To explain to you the standards we expect and to encourage and support you to achieve and maintain them. To provide a named person who will meet with you regularly to discuss your volunteering and any successes and problems you may have.

**3. Personal Development:**

To do our best to help you develop further in your volunteering role with us.

**4. Health & Safety:**

To provide adequate training and feedback in support of our health and safety policy, a copy of which is in the Volunteer Handbook.

**5. Insurance:**

To provide adequate insurance cover for our volunteers whilst undertaking voluntary tasks approved and authorised by us.

**6. Equal Opportunities:**

To ensure that all volunteers are dealt with in accordance with our Equal Opportunities policy, a copy of which is in the Volunteer Handbook.

**7. Problem Solving:**

To try to resolve fairly any problems or difficulties you may have while you volunteer with us. In the event of an unresolved problem, to offer an opportunity to discuss the issues in accordance with the procedures set out in the Volunteer Handbook.

**Part 2: The Volunteer:**

As a Volunteer we hope that you will:

- Help the Children's Centre to fulfil its services
- Perform your volunteering role to the best of your ability
- To follow the organisation's procedures and standards, including health & safety and equal opportunities in relation to its staff, volunteers, and clients,
- Maintain the confidential information of the organisation and of its clients and to uphold its policy on this,
- Meet time commitments and standards agreed to and give reasonable notice so other arrangements can be made,
- Always maintain appropriate dress, and speech in respects to your volunteering role, remembering you are a representative of the Children's Centre.
- Provide referees as agreed who may be contacted, and to agree to a DBS check being carried out if necessary.

**Please Note:**

This agreement is binding in honour only and is **NOT** intended to be a legally binding contract. It may also be cancelled at any time at the discretion of either party. Although this document is not intended to create an employment relationship initially, we would not discourage any volunteer from seeking a full employed position with Staffordshire County Council should they wish to in the future, but that would always be separate from any volunteering role.

**Part 3: Children's Centre Policies & Procedures:**

As a Volunteer you must adhere to the Children's Centres Policies & Procedures. Copies of all applicable policies can be found within the Volunteer Handbook.

**Signed Declaration:**

By signing below, you are agreeing that you have read the Children's Centre Policies & Procedures, that you understand and will adhere to them.

**Volunteer Name:** \_\_\_\_\_

**Signed:** \_\_\_\_\_

**Date:** \_\_\_\_\_

Early Years Coordinator to sign to confirm Policies & Procedures have been read and the Appendix 3: Early Years Safeguarding Policy Signature Sheet has been signed and returned to the Early Years Coordinator.

**Early Years Co-ordinator signed:** \_\_\_\_\_

**Date:** \_\_\_\_\_

## Example 2

The organisation's main purpose is to [insert here the purpose or mission statement of the organisation]. The organisation encourages and welcomes volunteers. This agreement sets out the relationship between a volunteer and the organisation.

This agreement is binding in honour only. It is not intended by the parties to be a legally binding agreement nor is it intended to create an employment relationship between us.

### **Referees**

We require you to provide two referees. We may also require you to be checked by [the Disclosure and Barring Service/Disclosure Scotland].

### **Your role as a volunteer**

The tasks that you will be asked to undertake as a volunteer are: [insert here the tasks to be undertaken by the volunteer].

### **What you can expect from us**

The organisation will provide you with [delete from or add to the list as appropriate]:

- An introduction to the organisation and your volunteering role within it.
- Training related to your responsibilities as a volunteer. We hope that you will take advantage of this to improve and maintain your skills.
- A [supervisor/volunteer coordinator/manager/named person] who will supervise your volunteering and with whom you can discuss your tasks.
- A review of your volunteering placement after [three/six] months. This will normally be carried out by your [supervisor/volunteer coordinator/manager/named person].
- Personal liability insurance to cover you while you are fulfilling authorised volunteer tasks.
- Injury insurance for injuries incurred while fulfilling your authorised volunteer tasks.
- Reimbursement of your expenses. (Optional) The organisation does not want you to be disadvantaged financially as a result of your volunteering. It will therefore provide you with:
  - Your travel expenses to and from the place of volunteering [at the cost of the cheapest method of travel].

Any additional expenses or any additional travel costs outside those normally incurred should be agreed in advance with your [supervisor/volunteer coordinator/manager/named person].

All expenses must be submitted, with receipts where possible, to [place or person to whom receipts should be sent] within [period].

### **What we expect from you**

We will discuss with you the amount of time that you are willing to commit to volunteering, when you will be available each week, and how your availability will fit in with our needs. If, for any reason, you will not be attending as we have agreed, we would be grateful if you could let us know as soon as possible so that a substitute can be found or different arrangements can be made. If we have no work for you we will let you know as soon as possible.

[OR

We have agreed that you will be available at [ ]. If, for any reason, you will not be attending we would be grateful if you could let us know as soon as possible so that a substitute can be found or different arrangements can be made. If we have no work for you we will let you know as soon as possible.]

### *Confidentiality*

In the course of your volunteering you will come across confidential information about the organisation, its staff, its [clients/customers] and [third parties/patients]. You must respect this confidentiality and not disclose this information or use it for your own or another's benefit without the consent of the party concerned. This does not prevent disclosure once the information is in the public domain (unless it has been made public as a result of your breach of confidentiality) or where the law permits or requires disclosure.

### *Policies*

You will abide by the organisation's health and safety and equal opportunities policies. These can be found [at [place]/in the documents that have been given to you].

### *Ideas and problems*

You may have ideas for the better performance of your duties or of ways in which we can meet our objectives as an organisation. Please discuss these with your [supervisor/volunteer coordinator/manager/named person].

You may run into problems when performing your duties. You should discuss any complaint or problems with your [supervisor/volunteer coordinator/manager/named person].

Your [supervisor/volunteer coordinator/manager/named person] will discuss with you any issues that they may have with your volunteer duties.

If you would like to change the arrangements for your volunteering or move to a different kind of volunteering, that too should be raised with your [supervisor/volunteer coordinator/manager/named person].

### **Termination**

Either you or the organisation can terminate this agreement with or without notice at any time.



# Community Impact Assessment

## Volunteering for Staffordshire County Council

Author: Mike Smith – Strategy Policy Officer

Date: March 2023

| Protected Characteristics  | Benefits  | Risks   | Mitigations / Recommendations   |
|--|---|---|---|
| <p>Page 33</p> <p><b>Cross-Cutting</b> – Impacts that affect all or multiple protected characteristics</p> | <p>The new set of volunteering principles (<i>and accompanying guidance for managers / those supporting volunteers in the organisation</i>) are designed to provide benefits to individuals with protected characteristics by promoting cross organisation buy-in from all services who either have volunteers currently, or those who decide to take on volunteers in the future.</p> <p>Furthermore, the principles and guidance documents will promote a positive experience for all those volunteering for the organisation which will benefit not only their own skills, experience, and ambitions, whilst also benefitting their communities.</p> | <p>The new principles and guidance documents don't reach the required audiences both in terms of current (and prospective) volunteers but also all managers or those who will be supporting volunteers.</p> | <p>Promote the principles and guidance documents for managers both internally via mechanisms such as Business Brief which can then be circulated by managers to their teams including volunteers, informal volunteering managers forum and promotion by other communication channels as appropriate.</p> <p>Update the public facing website with the new principles and a specific document for prospective volunteers.</p> <p>Improve access to volunteering opportunities for all (including those with protected characteristics), including investigating mechanisms to streamline how prospective volunteers access services who are advertising opportunities.</p> |
| <p><b>Age</b> - older and younger people</p>   | <p>Enabling both older and younger people to volunteer will support Staffordshire County</p>  | <p>A potential risk would be that the individual needs of both groups are not sufficiently considered to</p>  | <p>We have sought to include specific information within the</p>  |

| Protected Characteristics   | Benefits  | Risks   | Mitigations / Recommendations  |
|---|---|---|--|
|   | <p>Council's priorities, including helping to tackle social isolation which is highlighted as a challenge within the Health &amp; Wellbeing Strategy 2022-2027.</p> <p>Volunteering can further support our priorities by encouraging individuals to undertake physical activities which helps to promote independence and tackle social isolation by enabling people to be an active participant in their communities.</p> <p>Volunteering can also promote skills development across age ranges which can lead to benefits to the local economy with people who volunteer utilising their new skills, knowledge and experience, as they enter (or re-enter) the employed workforce.</p> | <p>enable a consistent and positive experience for the needs of different age groups.</p>                                   | <p>guidance documents for different age groups.</p> <p>We will continue to work with our VCSE partners such as SCVYS to ensure the guidance considers the views of younger people and is communicated effectively.</p> |
| <p><b>Disability</b> - people who are living with different conditions and disabilities, such as: mental illnesses, long term conditions,</p> | <p>There are clear potential benefits of volunteering for people with a disability, including for example personal</p>  | <p>The potential risk is that the information / guidance about volunteering is not shared in a format which considers a</p> | <p>To mitigate the potential risks, we will ensure that any guidance (supplementary documents) is provided in different formats</p>  |

| Protected Characteristics  | Benefits   | Risks   | Mitigations / Recommendations  |
|--|--|---|--|
| Autism and other neurodiverse conditions, learning disabilities, sensory impairment and physical disabilities.                       | health and employment. The development / enhancement of skills through volunteering can significantly benefit individuals, both as part of their volunteer placement, and also across their wider role within their local communities.       | diverse audience, including people with a disability.   | such as easy read guides on request.<br><br>Furthermore, we will ensure that the guidance and supplementary documents are reviewed regularly and kept up to date with the latest information on supporting people who may have disabilities. |
| <b>Gender reassignment</b> - those people in the process of transitioning from one sex to another                                    | Please refer to cross-cutting impacts section  | Please refer to cross-cutting impacts section   | Please refer to cross-cutting impacts section  |
| <b>Marriage &amp; Civil Partnership</b> - people who are married or in a civil partnership should not be treated differently at work | Please refer to cross-cutting impacts section  | Please refer to cross-cutting impacts section   | Please refer to cross-cutting impacts section  |
| <b>Pregnancy &amp; Maternity</b> - women who are pregnant or who have recently had a baby, including breast feeding mothers          | Enabling women who have recently had a baby to volunteer could provide positive benefits to their physical and mental wellbeing by encouraging them to undertake activities within their communities, and therefore further supporting their | Potential risks include that information may not be accessible to individuals within this group or they may not feel they have time to commit to volunteering activities. | Mitigation actions include ensuring that the information / guidance documents are promoted externally via multiple formats potentially with some case studies of individuals in this group who have taken advantage of volunteering to       |

| Protected Characteristics   | Benefits   | Risks  | Mitigations / Recommendations                        |
|---|--|--|--|
|   | <p>wellbeing (e.g., helping to tackle potential social isolation).</p> <p>Furthermore, volunteering could support any new / additional skills development during maternity leave, which could help to enhance future employment and benefit their local community.</p> |  | <p>meet new people and gain new skills.</p>          |
| <p><b>Race</b> - people defined by their race, colour, and nationality (including citizenship) ethnic or national origins</p>   | <p>Please refer to cross-cutting impacts section</p>   | <p>Please refer to cross-cutting impacts section</p> | <p>Please refer to cross-cutting impact section.</p> |
| <p><b>Religion or Belief</b> - people with any religious or philosophical belief, including a lack of belief. A belief should affect a person's life choices or the way they live for it to be considered</p> | <p>Please refer to cross-cutting impacts section</p>   | <p>Please refer to cross-cutting impacts section</p> | <p>Please refer to cross-cutting impacts section</p> |
| <p><b>Sex</b> - men or women</p>  | <p>Please refer to cross-cutting impacts section</p>   | <p>Please refer to cross-cutting impacts section</p> | <p>Please refer to cross-cutting impacts section</p> |
| <p><b>Sexual orientation</b> - whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes</p>   | <p>Please refer to cross-cutting impacts section</p>   | <p>Please refer to cross-cutting impacts section</p> | <p>Please refer to cross-cutting impacts section</p> |

➤ **Workforce Assessment**

| <b>Who will be affected</b> - consider the following protected characteristics: age, disability, gender reassignment, marriage & civil partnership, pregnancy & maternity, race, religion or belief, sex and sexual orientation | <b>Benefits</b>  | <b>Risks</b>   | <b>Mitigations / Recommendations</b>   |
|---|--|--|--|
| <b>All protected characteristics</b>  | <p>The new principles and accompanying guidance for managers and those supporting volunteers will promote positive benefits across our workforce.</p> <p>For people volunteering for the organisation, a clear set of principles will provide details about what they can expect from the service areas as they volunteer with different services.</p> <p>Managers / colleagues supporting volunteers, will have detailed guidance documents to support both current volunteers and those services taking on volunteers for the first time.</p> <p>The guidance has incorporated best practice from both our local commissioned VCSE partners but also considered National</p> | <p>The potential risk is that the new principles and guidance documents don't reach the require audiences either internally or externally and therefore the benefits are not realised.</p> | <p>To mitigate these risks, we have been engaging with staff in service areas which currently have volunteers to ensure their input and buy-in to the development of the principles, as well as the guidance documents for managers / staff.</p> <p>Furthermore, we will be seeking to promote the principles and guidance documents through an updated internal and external website as well as via the appropriate existing internal (e.g., Business Brief) and external communication channels.</p> |

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

➤ **Health, Well-being, and Social Care Assessment**

Page 65

| Key considerations  | Benefits   | Risks  | Mitigations / Recommendations  |
|---|--|--|--|
| <p>The work to develop the new volunteering principles and guidance documents, as well as the wider work around Empowering our Communities (<i>including the Communities Delivery Plan 2023</i>) can promote improvements to health and wellbeing amongst current and prospective volunteers.</p> | <p>There can be health and wellbeing benefits for those who volunteer such as helping to reduce social isolation, improve mental health, and undertaking physical activity.</p> <p>People who volunteer, especially within their own local community, can feel more engaged with their community.</p> <p>Other benefits including supporting individuals to realise their ambitions to</p> | <p>Volunteers are not provided with the right level of support or training</p> | <p>The principles and documents created for managers / those supporting volunteers includes elements to ensure volunteers correct training and supervision throughout their placement as well as guidance around mechanisms to raise and resolve any issues which might arise.</p> <p>Volunteers also have access to the Council's wellbeing support services (VIVup) to provide them with helpful advice and guidance on a range of topics.</p> |

| Key considerations | Benefits  | Risks | Mitigations / Recommendations |
|--------------------|---|-------|-------------------------------|
|                    | develop new skills and confidence, as well as potentially assisting those individuals back into the paid workforce generally. |       |                               |

➤ **Communities Assessment**

| Key consideration   | Benefits  | Risks   | Mitigations / Recommendations  |
|---|---|---|--|
| <p>The work to support Volunteers at Staffordshire County Council is part of the wider Communities Delivery Plan 2023 which includes a range of support to empower our communities, promote community action and build capacity in local communities.</p> | <p>The new principles and guidance will help volunteers continue to provide vital support and capacity for a range of community-based services within the Communities Delivery Plan 2023.</p> | <p>Increasing cost-of-living may impact on the ability of individuals to volunteer.</p> | <p>A range of activity is taking place with partners across Staffordshire to support with the increased cost of living, including the <a href="#">Here to Help campaign</a></p> <p>The VCSE Capacity Building Framework will support people to volunteer in communities.</p> <p>The VCSE Capacity Building Framework will help the Council to keep the guidance updated and relevant</p> |



➤ **Economic Assessment**

| Key consideration  | Benefits  | Risks                | Mitigations / Recommendations   |
|--|---|----------------------|---|
| The new Volunteering principles and guidance will help individuals volunteering for the organisation have a positive experience. This includes improving their skills, knowledge and confidence which can then be taken in to paid employment either at the authority or elsewhere, should they choose to. | Supporting volunteers to acquire additional skills, experience and knowledge while undertaking placements at SCC may support individuals to potentially access new or alternative employment opportunities. | No risks associated. | Managers / those supporting volunteers in the service areas to support the development and training of volunteers to provide individuals with a broad range of skills and knowledge which can then be used should they decide to enter paid employment at SCC or elsewhere. |

Page 87

➤ **Climate Change Assessment**

| Key considerations                            | Benefits   | Risks            | Mitigations / Recommendations |
|---|--|------------------|-------------------------------|
| Volunteering and the impact on Climate Change | <p>Supporting volunteers to volunteer in their local area will reduce the need for them to travel for opportunities and therefore reduce the carbon footprint.</p> <p>Providing the guidance documents for staff</p> | None to consider | None to consider              |

| Key considerations | Benefits  | Risks | Mitigations / Recommendations |
|--------------------|---|-------|-------------------------------|
|                    | <p>supporting volunteers in a digital and accessible format which will reduce the need for them to be printed out, saving paper, and reducing the carbon footprint.</p> |       |                               |

➤ **Environment Assessment**

Page 88

| Key considerations                            | Benefits | Risks | Mitigations / Recommendations |
|---|----------|-------|-------------------------------|
| No Environmental impacts have been identified |          |       |                               |

## **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   |
|-----------------|---|---|--|
| 6 June 2022     | Reserved for Call In - cancelled  |   |  |
| 21 June 2022    | <b>Work Programme -</b><br>Members: Alan White/Ian Parry<br>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><br>Officers: Mandy Pattinson |   | Councillors C Greatorex (Chairman), B Peters, C Atkins, J Pert, G Heath, S Thompson and J Oates.   |
| Page 90         | <b>Climate Change Working Group Update</b><br>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><br>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><br>Members: Alan White/Ian Parry<br>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><br>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><br>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 92         | <b>Boundary Commission Review – update</b><br>Officers: Chris Ebberley/Kerry Dove/Katie Marshall  |                      | a) That the progress on the County’s Electoral Review be noted.<br>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><br>Cabinet Member: Alan White<br>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><br><b>2. LGSCO Annual Report</b><br>Member: Alan White<br>Officers: John Tradewell/Kate Bullivant | Annual reports       | <b>Resolved:</b> That the report be noted and that Complaints process training be re-offered to all Councillors through the Members Training Programme.                                       |
|                 | <b>Climate Change Working Group Update</b><br>Chairman: S Thompson<br>Officer: Deb Breedon  |                      | Noted   |

**Work Programme 2022/2023**

| Date of Meeting | Item   | Details (Background)   | Action / Outcome  |
|-----------------|--|--|---|
|                 | <p><b>Climate Change Annual report and action plan</b><br/>Member: Simon Tagg<br/>Officers: Clive Thompson/James Cartwright</p>              | <p>Pre decision scrutiny. Annual report</p>  | <p><b>Resolved:</b><br/>a) That the update be noted.<br/>b) That the Committee receive an update in 12 months time.<br/>c) That the comments made by the Committee, listed in the minutes, be reported to the Cabinet in November 2022.</p>   |
| Page 93         | <p><b>Integrated Performance Report – Quarter 2</b><br/>Members: Alan White/Ian Parry<br/>Officers: John Tradewell/Rob Salmon/Kerry Dove</p> | <p>Regular quarterly report</p>  | <p><b>Resolved:</b><br/>a) That the Quarter 2 2022/23 Integrated Performance Report be noted.<br/>b) That the Committee be provided with information on why 1/5 of Children with a Child Protection Plans had received more than one plan.<br/>c) That a special meeting to look at the MTFs and the revised Children’s Transformation Programme be arranged.</p> |
|                 | <p><b>Entrust – Review of changes</b><br/>Member: Mark Deaville<br/>Officers: Ian Turner</p>   | <p>Decision taken to change contract at June Cabinet – O&amp;S to scrutinise changes and implications.</p> | <p><b>Resolved:</b><br/>a) That the update be noted.<br/>b) That the Cabinet member provide a monitoring report to the Committee in 12 months time.</p>   |
| 7 November 2022 | Reserved for Call In   | Cancelled  |   |
| 2 December 2022 | Reserved for Call In   | Cancelled  |   |

**Work Programme 2022/2023**

| Date of Meeting  | Item  | Details (Background)                    | Action / Outcome   |
|------------------|---|---|--|
| 12 December 2022 | <p><b>Equality, Diversity and Inclusion - Principles, Objectives and Action Plan update (to include gender pay gap update)</b><br/>Member: Alan White<br/>Officers: S Getley/Kerry Dove</p> | Requested by members                    | <ul style="list-style-type: none"> <li>a) That the progress made to deliver against the Councils Equality, Diversity and Inclusion principles, objectives and action plan be noted.</li> <li>b) The Councils Gender pay gap report and workforce profile be noted.</li> <li>c) That the comments made by the Committee, listed above, be reported to Cabinet when the Councils delivery of Equality, Diversity and Inclusion plan was considered.</li> <li>d) That the Cabinet member provide a monitoring report to the Committee in 12 months' time.</li> <li>e) More information on the impact of the levy and diversity and which partners used be sent to the Committee.</li> </ul> |
|                  | <p><b>Governance review – update</b><br/>Cabinet Member: Alan White<br/>Officers: Kate Loader</p>   | Follow on report from 13 September 2022 | <ul style="list-style-type: none"> <li>a) In relation to Limited Companies and Local Authority Trading Companies (LATCos):               <ul style="list-style-type: none"> <li>1. The Monitoring Officer should undertake a governance review for the purpose of recommending new governance standards for the operation of LATCos</li> </ul> </li> </ul>   |



**Work Programme 2022/2023**

| Date of Meeting | Item  | Details (Background)  | Action / Outcome  |
|-----------------|---|-----------------------|---|
| Page 95         |   |                       | <p>and Limited Companies.<br/>This should consider:</p> <ul style="list-style-type: none"> <li>ii. proposals for the introduction of a company start-up checklist;</li> <li>iii. any conflict that may exist in relation to SCC Members and Officers holding Directorships in Local Authority Trading Companies (LATCos);</li> <li>iv. the operation of indemnities to support Directorships.</li> </ul> <p>2. The County Solicitor to develop one centralised list of companies.</p> <p>b) In relation to Outside Bodies, a further report be presented to the Committee, in April 2023, containing recommendations about which outside bodies should be withdrawn from member representation.</p> |
|                 | <p><b>Empowering our Communities Strategy</b><br/>Cabinet Member: Victoria Wilson<br/>Officers: K Dove/C Mann</p> | Pre decision scrutiny | <ul style="list-style-type: none"> <li>a) That the draft Position Statement including the draft Communities Delivery Plan 2023 be noted.</li> <li>b) That the comments made by the Committee, listed above,</li> </ul>  |

**Work Programme 2022/2023**

| Date of Meeting | Item   | Details (Background)  | Action / Outcome   |
|-----------------|--|---|--|
|                 |  |   | be reported to the Cabinet in February 2023.   |
| 10 January 2023 | Reserved for Call In   | Cancelled   |  |
| 17 January 2023 | <b>Overview and Scrutiny Work Programmes</b><br>Overview and Scrutiny<br>Chairman        | To ensure communication between the committees and no duplication | a) That the O&S Committee work programmes be noted.<br>b) That the following issues be raised at the next O&S Chair and vice chairs forum. Items discussed on 240123 <ul style="list-style-type: none"> <li>• Reports being pulled from agendas at the last minute.</li> <li>• Reports not containing the information requested.</li> <li>• Cabinet responses to recommendations made by committees not being received.</li> <li>• The performance of Avanti and its impact on Staffordshire.</li> </ul>   |
|                 | Scrutiny of the <b>Local Enterprise Partnership</b> (including governance arrangements). | Annual scrutiny. To include AGM update                            | a) That the report be received and noted.<br>b) That at the next scrutiny meeting with the SSLEP (annual scrutiny) the report contains case studies of projects on the Local Growth Fund or Building Fund; their purpose; LEP contribution to the bids; and the project aims and results. <b>Programmed for 160124</b><br>c) Information on the City Deal Carbon Emissions reduction targets, how this was reported and local authority involvement in collecting the data, be provided to the committee. <b>Information emailed to Committee 160223</b> |

**Work Programme 2022/2023**

| Date of Meeting | Item   | Details (Background) | Action / Outcome   |
|-----------------|--|----------------------|--|
| Page 97         | <p><b>MFTS 2022-2027 Working Group Report</b><br/>Chair of COSC - Cllr<br/>Greatorex<br/>Rob Salmon/Rachel Spain</p> |                      | <p>a)That, subject to the following amendments, the Medium Term Financial Strategy (MTFS) working Group report and recommendations, be approved and submitted to the <b>Cabinet at their meeting on 25 January 2023:</b></p> <p>An additional recommendation 18 to read:<br/><b><i>Priority area discussed at Corporate O&amp;S - post settlement</i></b><br/><i>In view of the £37.8m additional government settlement announcement, which may allow for the £20m draw on reserves to no longer be needed, along with the Government scheme delay affecting £4.2m in the ‘budget for market sustainability and cost of care’ in Social Care, there were options to invest. A sum could be committed as investment in Highway/Capital improvements (in the same way as that proposed last year), as this would save money in the long term.</i></p> <p>Recommendation 10 be amended to read:<br/>That the Cabinet Member for Education (and SEND) prioritise the SEND Transport review and consider if timelines can be moved forward. <b><i>This should be a priority and addressed early in the financial year.</i></b></p> <p>Recommendation 12 be amended to read:</p> |

### Work Programme 2022/2023

| Date of Meeting  | Item   | Details (Background)                          | Action / Outcome   |
|------------------|--|---|--|
|                  |  |   | <p>That consideration be given to a review of allocating SEND transport provision on an annual basis to reduce the number of single route taxis. We questioned whether the system used by SCC for route calculation was best in class or whether a more modern system may be beneficial. <b>Routing reviews should also be carried out on a regular and frequent basis e.g. each academic year.</b></p> <p>b) That the wording of the amendments in the report be approved by the Chair.</p> |
| 10 February 2023 | Reserved for Call In   | Cancelled                                     |  |
| 17 February 2023 | <p><b>Quarterly Integrated Performance report (Quarter 3)</b><br/>Members: Alan White<br/>Officers: John Tradewell/Rob Salmon/Kerry Dove</p> | Regular quarterly report                      | <p>a) That the Quarter 3 2022/23 Integrated Performance Report be noted.</p> <p>b) Information on apprenticeships (location and numbers) to be forwarded to the committee for information.</p>   |
|                  | <p><b>People strategy – update</b><br/>Members: Alan White/Ian Parry<br/>Officers: John Tradewell/Sarah Getley</p>                           | Pre decision scrutiny – Cabinet in March 2023 | <p>The report and the comments made by the committee were noted.</p> <p><b>Note:</b> following the meeting members were sent information on the current offer to support Male mental health</p>  |
|                  | <p><b>Boundary Commission Review – update</b><br/>Officers: Chris Ebberley/Kerry Dove/Katie Marshall</p>                                     | Pre decision scrutiny – Council March 2023    | <p>a) The progress on the County’s Electoral Review was noted.</p> <p>b) The comments and suggestions from the Committee as listed in the minutes were referred to Council for consideration. (Council 16/03/23)</p>   |

**Work Programme 2022/2023**

| Date of Meeting | Item   | Details (Background)                           | Action / Outcome  |
|-----------------|--|--|---|
|                 | <b>Work Programme and MTFS Cabinet response</b>                              | Cabinet response to the Committees MTFS report | Noted   |
| 6 March 2023    | Reserved for Call In   | Cancelled                                      |   |
| 3 April 2023    | Reserved for Call In   | Cancelled                                      |   |
| 11 April 2023   | <b>Civil contingencies</b><br>Members: Alan White<br>Officers: Tracy Thorley | Pre decision scrutiny                          | <p><b>Resolved:</b></p> <ul style="list-style-type: none"> <li>a) That the review of the Civil Contingencies Policy be noted.</li> <li>b) That a list of legislation which covered Civil Contingences be shared with the Committee, for information.</li> <li>c) A copy of the current SRB plan and the 3-year programme would be shared with the committee.</li> <li>d) A link to the results of the recent Cyber attacks and contingencies exercise, be shared with the Committee.</li> <li>e) That the following be added to the Policy; <ul style="list-style-type: none"> <li>• A reference to CBRN;</li> <li>• A definition of Gold command and how this is appointed;</li> <li>• Reference to MOUs and any agreed approach to the use of buildings/ resources etc to avoid duplication.</li> </ul> </li> <li>f) That the Audit and Standards Committee be requested to include the Civil Contingencies Policy review of processes, in their work programme at an appropriate time (normally every three years).</li> </ul> |

### Work Programme 2022/2023

| Date of Meeting   | Item   | Details (Background)   | Action / Outcome  |
|---|--|--|---|
| <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 100</p> | <p><b>Governance review – Outside Bodies update</b><br/>Cabinet Member: Alan White<br/>Officers: Kate Loader</p>                                       | <p>Pre decision scrutiny. Requested at 12 December meeting</p>   | <p><b>Resolved:</b><br/>That the Leader of the Council be recommended to:</p> <ul style="list-style-type: none"> <li>a) All of the outside bodies highlighted in red on the list appended to the report be reviewed again to ensure that they are no longer needed and then if not required, be removed from the annual appointments list.</li> <li>b) That the outside bodies highlighted in amber on the list appended to the report be continually reviewed.</li> <li>c) That there is a review of Outside Bodies taking place in the first year after SCC elections which should include a survey to SCC elected members who are appointed to them. Each year thereafter a review takes place with the Outside Bodies themselves.</li> <li>d) That the list of outside bodies be published on the council’s website for information.</li> </ul> |
| <p>9 May 2023<br/>2.30pm (was reserved for call-in – now full meeting)</p>    | <p><b>Revised Children’s Transformation Programme-budget implications</b><br/>Members: Alan White/Ian Parry/ Mark Sutton<br/>Officers: Nisha Gupta</p> | <p>Budget implications – Requested at 25 October meeting. Moved from April due to officer availability</p> |   |

### Work Programme 2022/2023

| Date of Meeting | Item  | Details (Background)  | Action / Outcome |
|-----------------|---|-----------------------|------------------|
|                 | <b>Corporate Delivery Plan</b><br>Members: Alan White<br>Officers: Alex Thorogood                         | Pre decision scrutiny |                  |
|                 | <b>Volunteering Policy</b><br>Members: Victoria Wilson/Mark Sutton<br>Officers: Catherine Mann/Mike Smith |                       |                  |

Page 101

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

| Suggested Item  | Details (Background)  | Proposed Date of Meeting  |
|---|---|---|
| Digital – in 2021/22 work programme                                 | <ul style="list-style-type: none"> <li>Audit committee considering audit review recommendations.</li> <li>Digital infrastructure – Prosperous O&amp;S Committee Social Care aspect of digital in Health O&amp;S work programme</li> </ul> |   |
| Civil Contingency's   | Raised by the Leader at triangulation – Officer Tracey Thorley.   | 11 April 2023. Officer - Tracy Thorley  |
| Leaders Board for Staffordshire                                     | Raised by the Leader at triangulation – Officer Keith Luscombe/Chris Eberley  | Member involvement - TBC  |
| BEST Transformation and the impact on the children's transformation | Raised at triangulation 08/11/22.   | Discussion on appropriate time with Tracy Thorley.<br>Very early stages of redesign – Will report to committee for pre decision scrutiny ASAP |
| 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> </ul>  | Entrust (October 2022)<br>Arms length companies – 13 September.<br>Outside bodies to be reviewed by   |

**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>  |
|-----------------------|---|--|
|                       | <ul style="list-style-type: none"> <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 | Governance working group – report to this committee 13/09/22 and 12/12/22. |

**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.<br><br>Officers: Natalie Morrissey/Kerry Dove | Workshop- teams.<br>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>• Cabinet response attached at Appendix 1 for information – 27 February 2023</li> </ul> |
| Climate Change Working Group | Membership (confirmed June 2022)   | <ul style="list-style-type: none"> <li>• 17 November</li> <li>• 7 January – scoping meeting</li> </ul>                         |



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

| Date | Item  | Details (Background)  | Action / Outcome |
|------|---|---|------------------|
|      | <ul style="list-style-type: none"> <li>• Cllr S Thompson</li> <li>• Cllr C Wileman</li> <li>• <del>Cllr C Atkins</del></li> <li>• Cllr T Clements</li> <li>• Cllr J Pert</li> <li>• Cllr B Peters</li> <li>• Cllr D Smith</li> <li>• Cllr N Yates (270223)</li> </ul> | <ul style="list-style-type: none"> <li>• Information gathering – Jan- March (dates tbc)</li> <li>• Update to COSC June</li> <li>• Information gathering – 28 September</li> <li>• Update report – 25 October 2022</li> <li>• Ongoing</li> </ul> |                  |



| Membership – County Councillors 2022-23  | Calendar of Committee Meetings - 2022-2023 |
|--|--|
| Colin Greatorex (Chairman)<br>Samantha Thompson (Vice Chairman - Overview)<br>Gill Heath (Vice Chairman - Scrutiny)<br>Tina Clements<br>Mike Davies<br>John Francis<br>Jeremy Oates<br>Jeremy Pert<br>Bernard Peters<br>Kath Perry<br>Bob Spencer<br>Mike Worthington<br>Nigel Yates | 6 June 2022 Reserved for Call In           |
|  | 21 June 2022                               |
|  | 4 July 2022 Reserved for Call In           |
|  | 2 August 2022                              |
|  | 8 August 2022 Reserved for Call In         |
|  | 2 September 2022 Reserved for Call In      |
|  | 13 September 2022                          |
|  | 7 October 2022 Reserved for Call In        |
|  | 25 October 2022                            |
|  | 7 November 2022 Reserved for Call In       |
|  | 2 December 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  |  |
| 9 May 2023   |  |

1899104