

Cabinet Meeting on Wednesday 15 July 2020

Integrated Performance Report - Quarter 1, 2020/21



Philip Atkins, Leader of the Council said,

“Our immediate priority remains dealing with the Coronavirus pandemic, which continues to present us with a challenge of a generation.

Our own internal Incident Management Team have been working tirelessly with colleagues in Public Health England to manage the situation locally and mitigate against the outbreak. Right from the start and throughout the crisis, our priority as a county council has been to protect the most vulnerable, that is the elderly, the disabled and children in our care which we

continue to do.

Many of our nonessential services like libraries, the school crossing patrol service and day centres remain closed for now with some staff being moved into other areas including adult social care and children’s services.

We have continued to support the care sector throughout the pandemic, including daily advice and guidance and pledging around £22.4million to help with staffing costs, increased care packages and purchasing of additional PPE to ensure adequate supplies. To date, we’ve provided 2 million pieces of PPE to ensure staff can do their job safely.

During the lockdown period around 90% of our primary schools have remained open to support both vulnerable and keyworker children, and we continue to provide support and advice to them. We have also been providing extra funding for nurseries and childminders to stay open for the children of key workers and have given our 450 foster households an additional allowance to help them cope with the extra costs of having children and young adults at home all the time.

To help support some of our more vulnerable families we also launched new Family Hubs within each district. The Family Hub is a virtual space, acting as a single point of contact for families wanting information, advice and guidance and creating key links to local support networks.

Regarding our economy, we continue to support local businesses to survive, adapt and continue to operate if appropriate throughout the crisis. Through our small business support fund, we also made £500,000 available to help companies with less than nine employees. This fund was on a first come first served basis and was fully subscribed in the first week. At our Cabinet meeting in June, we also published our Economic Recovery, Renewal and Transformation plan setting out how we will support our local economy over the next five years.

A key positive from the pandemic has been the upsurge in volunteering and social action. The council's 'I Count' campaign saw over 750 staff working in noncritical jobs volunteer to switch roles to support Staffordshire residents in key services, such as adult social care and children's services. In addition, the public facing 'I Care' campaign recruited members of the public willing to step up and help deliver personal care in people's homes.

As we move forward carefully and into the recovery phase of the pandemic; continuing to be informed and driven by national guidance and timescales, we will ensure that all aspects of life can begin to recover and grow to what they were in the new normal way of life after this pandemic."



Mike Sutherland, Cabinet Member for Finance said,

"The latest revenue forecast outturn shows a forecast overspend of £10.149m (1.9%). This is mostly due to our response to the COVID-19 pandemic but also due to underlying cost pressures in children and education services that were evident before the crisis hit.

The Coronavirus pandemic has no doubt put extra pressures on finances as we deal with the crisis, but we continue to do what is needed and to spend on what is required to get through the pandemic.

We continue to ensure that the county council and its finances are managed carefully and effectively. Be assured, wherever spending is necessary, we will always try and get the best value for money for tax-payers and our residents."

Report Summary:

This quarterly Integrated Performance Report provides an overview of Staffordshire County Council's progress, performance and financial position in delivering against our Strategic Plan and Delivery Plan.

Recommendation(s)

We recommend that:

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

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| Local Members Interest |
| N/A |

Cabinet – Wednesday 15 July 2020

Integrated Performance Report – Covid-19 Response and Recovery Update Quarter 1, 2020/21

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

We recommend that:

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

Report of the Director of Corporate Services

1. Background

1. Covid-19 continues to impact Staffordshire's people and places and is a focus for the county council's operations. As such this Quarter 1 report provides an update on the council response activities during quarter 1, including specific highlights from this work, as well as setting out progress against immediate and longer-term recovery priorities.

2. Summary



3. At the end of Quarter 1, the overall assessment on the council's performance and financial position is Amber. Particular areas of risk are in Adult Social Care and Children's and Families. Further details are included in this report and its appendices. The latest revenue forecast outturn shows a forecast overspend of £10.149m (1.9%). This is mostly due to the COVID-19 pandemic, but also due to underlying cost pressures that were evident before the crisis hit.

4. Covid-19 Response Highlights – Quarter 1 (2020/21)

5. Health and Care

6. The council has provided public health advice and guidance to support the pandemic response. A wide range of information is available on the website and has been provided to different sectors including care providers, schools and local businesses. The council has established arrangements to support vulnerable people who are self-isolating – including with emergency food supplies where required.



7. The council has supported the establishment of Covid-19 Regional Testing Centres and Mobile Testing Units, as well as testing of care home residents and staff. The council has established an emergency supply of personal protective equipment (PPE) and provided 2 million items to a range of settings.

8. The council has been supporting Staffordshire's care providers with daily advice and guidance throughout the crisis and pledged around £22.4million to help with increased costs of staffing and personal protective equipment (PPE). All care homes have had assistance and training in infection prevention and control and have access to additional clinical support. An emergency volunteer care workforce has been trained to provide care in the event of high levels of staff sickness absence. The council has developed a Care Home Support Plan that sets out all of the support available to care homes and this has been endorsed by a regional assurance process on behalf of the Department of Health and Social Care.
9. The council along with the NHS has implemented a Covid-19 hospital discharge pathway. This is helping to ensure that health and care professionals work together to identify the right discharge options for people, whether this be returning home with reablement and/or support or rehabilitation in a temporary bed. The council has been assessing and arranging care for people where necessary, including at weekends.
10. Day services have been supported to work in different ways on a temporary basis to take ensure ongoing care and support for people, whilst minimising the risk of spread of infection. They will continue to explore different ways of providing care and support during recovery to ensure that they are compliant with government guidance for social distancing.
11. Initial feedback on the Care Home Support Plan, completed during May, has recently been received, with the council given a strong rating, along with recognition of the many initiatives which have been implemented over the past three months.
12. The council has provided expert public health information, advice and guidance in areas such as testing and contact tracing. A wide range of information is available on its website, including details of the helpline that has been set up for emergency food parcel requests, as well as signposting and advice on domestic abuse, financial support and education resources.

13. Families and Communities

14. During the lockdown period around 90% of Staffordshire's primary schools have remained open to support both vulnerable and key worker children. The council has established a vulnerable children's weekly return from schools, independent settings and early years to ensure continued safeguarding and support for those in need.



15. Following the easing of lockdown measures, we are now seeing early years settings and schools beginning to reopen to children in nursery and reception (4-year olds), Year 1 (5-year olds) and Year 6 (11-year olds). The council has worked with schools to give them the support they need to open safely. This support includes advice and guidance on social distancing, as well as packs of personal protective equipment (PPE) for all schools. During the pandemic the

council has also been providing extra funding for nurseries and childminders to stay open for the children of key workers.

16. The council has given its 450 foster households an additional allowance to help them cope with the extra costs of having children and young adults at home all the time, as well as providing a range of practical and emotional support. Carers have had access to online training, are still having their regular scheduled conversations with allocated social workers and use virtual support groups to maintain contact.
17. Looked-after Staffordshire young people moving towards independence have been given additional support during the current Covid-19 crisis. Young people who have left the council's care network have received additional help, while those who were scheduled to become semi-independent have being funded to stay where they are until the situation improves. Those who have already left the council's care are receiving increased contact from their personal advisors, with physical visits paid if needed and food parcels provided where necessary.
18. As the council continues to respond to Covid-19, families who "cope" under normal circumstances may become increasingly more vulnerable due to financial strain and increasing domestic pressures. To help support, the council have launched new Family Hubs within each district, which will be targeting a specific number of families to offer them extra support. The "Family Hub" is a virtual space in each district, acting as a single point of contact for families wanting information, advice and guidance and creating key links to local support networks.
19. The lockdown has also seen local residents really embrace the council digital offer in libraries. E-book downloads have increased by over 100%, and e-audio by around 80%. A total of 9,288 e-books were loaned from our e-library in May. Over 1,000 people applied on-line to become library members, and more than 3,300 new people followed the Staffordshire Libraries Facebook page.

20. Economy, Infrastructure and Skills

21. The council is supporting local businesses to survive, adapt and continue to operate if appropriate. At June Cabinet our Economic Recovery, Renewal and Transformation Strategy was published setting out how we will support the economy of Staffordshire over the next five years. A business and employee support campaign has been promoting a range of schemes launched as a result of the Coronavirus crisis. Together with the Stoke-on-Trent and Staffordshire Local Enterprise Partnership, it has ensured people and businesses know where to go to access essential support.
22. The Stoke-on-Trent and Staffordshire Growth Hub has all the latest information on both national and localised initiatives. These include a local Redundancy and Recruitment Triage Service which is being delivered for the LEP by the National Careers Service and the national furlough and bounce back loan schemes.



23. Micro businesses in Staffordshire have been backed by a council grant scheme. Hundreds applied for grants of up to £1,000 following the launch of the scheme in April. The £500,000 scheme has been helping businesses with nine employees or less who could not get support from other Government initiatives. The emergency fund is allocated on a first come, first serve basis and provides support for hundreds of local businesses.
24. At the beginning of June, the council launched a support programme for people with ambitions of starting their own business and whose current employment may be at risk due to the Coronavirus crisis. The Staffordshire Start-up Programme aims to build on and complement existing support for new businesses, with a focus on helping them to be robust in overcoming future challenges.
25. Additional support available for business has included an Enterprise Centre Payment Holiday - direct debit collections were cancelled for 3 months, from 1 April, to allow Enterprise Centres tenants to defer rental payments if there is no work.

26. Voluntary Sector and Social Action

27. A key positive from the pandemic has been the upsurge in volunteering and social action. The council's I Count campaign saw over 750 staff working in non-critical jobs volunteer to switch roles to support Staffordshire residents in key services, such as adult social care and children's services. In addition, the public facing I Care campaign recruited members of the public to step up and help deliver personal care in people's homes. As a result of the two campaigns more than 400 people offered support in the area of Home Care, with volunteers trained to support our dedicated care workforce during the pandemic. Over 100 volunteers were made available to be deployed across the county as required.
28. The vital role of charities and community groups has also been highlighted; having been the first line of support for some of our most vulnerable residents. The council is providing additional funding to key voluntary and community sector partners to provide ongoing support to local community groups in their response to Covid-19. Working with the community and voluntary sector, over 3,100 food parcels have been delivered across the county so far, to vulnerable people who are self-isolating and have no network of support to call on. The council has also been working closely with the local voluntary and community sector to provide ongoing support for vulnerable self-isolators through a network of 'anchor organisations' that make direct contact and support the most vulnerable people at a local level.
29. The establishment of a Staffordshire County Council Covid-19 Support Fund has supported more than 90 community groups or organisations, with councillors earmarking £155,000 for applications across the county. This funding has been made available to voluntary and community groups setting up new projects to help support people through the crisis, or to keep their own activities and services running. Projects include those helping people who are self-isolating or shielding, or to help develop a network of local volunteers. Groups who have benefitted include: Here to Hear Listening Service in Uttoxeter; the Pathway Project in

Lichfield who received £3500 for cleaning materials and safety equipment to ensure that a crucial domestic abuse refuge could remain open and safe; and Shield Tamworth, a Tamworth Round Table led project which has been manufacturing and distributing free PPE face shields to NHS health professionals and care providers in the town.



30. **Health and Safety**

31. By mid-June 2 million items of PPE had been delivered by the council to front line care staff, social workers, and other roles in direct contact. This included gloves, masks, aprons and other safety equipment. This has helped ensure that every care home and care provider in Staffordshire has what it needs to care for the most vulnerable in the county during the pandemic.

32. Health protection, including infection control and PPE training has also been delivered, as well as risk assessments across council services to ensure risk is managed effectively. Webinars are now taking place to support schools and premise managers to ensure buildings are compliant with Covid-19 guidance.

33. **Planning and Recovery Progress Overview – Quarter 1 (2020/21)**

34. **Recovery**

35. As we move forward, the council will be in the unusual position of running recovery operations at the same time as response efforts continue. Our work will ensure that all aspects of life can begin to recover and grow. Whilst recovery will be informed and driven by national guidance and timescales for easing restrictions, it is also an opportunity to build on progress that has been made, to build on improved internal and external relationships, to assess how best to reintroduce paused activities, and to refresh the council's strategic plan in light of the changing world.

36. The council's Planning and Recovery Group meets weekly with links to the multiagency Staffordshire Resilience Forum's Recovery Coordinating Group (RCG), which meets fortnightly. As part of recovery planning key services have developed plans setting out both immediate and longer-term priorities. In addition, service areas continue to review and restart pre-Covid work that had been paused as a result of the pandemic.

37. Initial progress against each area is set out below.

38. Health and Care

39. The council has a key new responsibility to develop and implement a Covid-19 Local Outbreak Control Plan to prevent and manage outbreaks. Arrangements for surveillance and response to outbreaks are being established, including a Covid-19 Member Led Local Outbreak Control Board to provide democratic oversight and lead communication with the public about the overall management of Incidents.
40. The council's Supportive Communities programme has been accelerated as a result of the rise in volunteering and community action during the pandemic. To build on this work a new digital volunteering platform, Do-It, was launched on 8th June to link volunteers to people who need support. The platform already hosts over 2000 Staffordshire volunteers and close to 700 voluntary and community sector organisations. Alongside this Community Help Points are being rolled out to help people find support in their communities.
41. Alongside this a refresh of the Supportive Communities Programme is now underway, including the roll out of Community Help Points (involving Anchor Organisations) that ensure a range of community support is available. Furthermore, additional investment in the voluntary sector is being considered to build capacity to support vulnerable people and divert them away from funded care.
42. The council will also be refreshing its public health strategies and services to mitigate the ongoing public health risks from COVID-19, such as obesity, mental ill health and addiction. Increasing the number of people engaging in physical activity will be an early priority and work is underway in partnership with Sport Across Staffordshire And Stoke-On-Trent to expand current initiatives and to take advantage of the government's £2 billion pledge to increasing walking and cycling.
43. A reduction in adult social care staffing capacity at the height of the pandemic was managed with the introduction of a shortened assessment for care and support. This has led to a backlog of Care Act assessments and reviews, which will be cleared by the end of September.
44. Video and telephone social care assessments and reviews will continue as routine to help prevent the spread of infection to vulnerable people and enable staff to work flexibly. The council and Midlands Partnership NHS Foundation Trust will continue to promote remote working for social care staff, both in their interactions with residents, and for training and supervision.
45. Development work is also underway to review options for adult learning disability providers - council run services providing both day opportunities and respite care. The aim is to identify and trial new ways of providing support in light of national requirements for social distancing and 'shielding'.
46. For care providers enhanced infection prevention and control measures will remain necessary for a long period. The council will continue to provide support

with advice and guidance, testing, and emergency supplies of PPE to help prevent and manage outbreaks. The council will review the impact of Covid-19 on the market and what this means for forecast demand and cost for care and the financial sustainability of providers.

47. Further work is planned to resume pre-Covid work, such as reviewing the Preparing for Adulthood pathway to ensure smooth transition of care at the age of 18 and strengthening financial assessments to ensure timely collection of income and minimise client debt.

48. In Health and Care the forecast outturn at Quarter 1 is breakeven. There remains a range of high risk Medium-Term Financial Strategy (MTFS) savings within this position and the directorate will seek alternative savings where necessary. On top of this, the forecast financial impact of Covid-19 for the directorate is £24.876m. The longer-term financial impact of Covid-19 is not yet clear and this will undoubtedly affect the MTFS in future years.

49. Families and Communities

50. Work continues to help ensure safe opening of schools into the summer and to prepare for a larger reopening in September. Work is underway to complete school risk assessments, specifically around vulnerable children with underlying health needs, to ensure they can start to return safely. Additionally, as schools reopen, Education Inclusion Officers are continuing their work to ensure vulnerable children are attending school. The council will also work with schools and other partners to proactively target families they have identified as vulnerable, especially those with multiple issues.

51. The government recently announced a £1 billion Covid “catch-up” package to tackle the impact of lost teaching time. £650 million will be shared across state primary and secondary schools during the 2020/21 academic year, to be spent on small group tuition for whoever needs it. Separately, a National Tutoring Programme, worth £350 million, will provide access to tuition for the most disadvantaged young people. The council will continue working with schools, following release of the guidance, to ensure appropriate support is offered.

52. A review of Home to School transport arrangements is also underway, this remains a challenge as staggered school times and ongoing social distancing requirements mean an increased complexity in delivering this service.

53. As lockdown eases, Families and Communities are focusing on understanding where demand will start to hit. For example, it is expected that there will be an increased demand in mental health and domestic violence. In preparation for this the Education Psychology traded offer has been suspended to allow capacity to support children with social, emotional and mental health concerns. Education Psychologists are currently talking to schools and developing guidance, with a view to being able to offer a 1-2-1 service for children as they return to school in September.

54. Work on transforming the Children's system has restarted, specifically development of a district model and pathways and processes for support, although revised timescales are yet to be confirmed. The SEND transformation has been considered a priority and therefore continued throughout the pandemic. The workforce development programme has been revised and will be restarting in July, including further roll out of restorative practice training. SEND and inclusion training was delivered virtually for the first time at the beginning of June. In addition, plans to restart the SEND public engagement and consultation, paused due to Covid-19, will be discussed with partners in June to agree how this work can be resumed.
55. Progress is also underway to monitor and address the timeliness and backlog of Education, Health and Care Plans (EHCPs). 89% of all EHCPs due for completion in May were completed within the 20-week timescale. In 2020, to date, 29% of all EHC Plans have been issued within 20 weeks. Progress has also been made to reduce the backlog.
56. In Families & Communities there is a forecast overspend at Quarter 1 of £10.463m. Around £8.5m of this relates to the financial impact of the Covid-19 pandemic including delayed savings and lost income. The forecast overspend also reflects overspending on Education Services, particularly regarding SEND transport expenditure.

57. Economy, Infrastructure and Skills

58. An immediate priority for recovery has been the reintroduction of services in line with the easing of the lockdown. This began in May with the reopening of Household Waste and Recycling Centres where restrictions have been put in place to ensure social distancing. Council staff are currently working with colleagues from borough and district councils across the county to assist with plans to reopen town centres. Linking borough and council plans with our own infrastructure planning also means we can maximise the impact of available government funding.
59. Planning is underway to deliver new ways of working across some complex service areas, including home to school transport and school crossing patrols. Uncertainty around school reopening arrangements makes planning increasingly difficult, whilst a large number of school crossing patrol staff are amongst the most vulnerable residents and may not be able to return to work at the current time.
60. A bid was submitted at the start of June for additional Government funding for the Local Cycling and Walking Infrastructure Plan. Funding is aimed at helping councils to make immediate improvements to cycling and walking facilities and relieve pressure on public transport due to social distancing rules. If successful, the work must be completed within 2 months and will be followed by a larger round of potential funding in the summer. The Local Cycling and Walking Infrastructure Plan is currently under review to ascertain what changes are required due to the impact of Covid-19 on travel and transport.

61. Alternative delivery models will be explored for Community Learning, College and Training Providers in readiness for the start of the new academic year. The pandemic has seen placements disrupted and created uncertainty around transitions for students in September, particular those with high or additional needs. Recovery plans include support from Education Psychologists for students struggling to adjust to returning to education and training. Increases have been seen in community learning provision. Some providers have adapted courses for online and virtual learning, meaning capacity can be increased. There have been over 200 enrolments so far this year compared to around 40 at the same time last year. Work is underway to identify gaps in provision where providers have not been able to adapt to new ways of delivery.
62. Work is also underway to restart apprenticeships that had to cease as a result of Covid-19. Over the next quarter work is planned to identify the impact of the crisis on this cohort of young people – this will include looking at employer attitudes to apprenticeships, and possible rises in the numbers of young people not in education, employment or training. Longer term recovery work will focus on the economic viability of providers in the sector.
63. Economic recovery will be driven by the Economic Recovery and Renewal Strategy, including a refresh of existing delivery programmes as well as developing new programmes to support the recovery. The aim is to work closely with partners and maintain the confidence and trust of businesses through communications and engagement. After listening to business concerns around the availability of cost-effective regulation PPE, the council will be launching a PPE Program at the end of June. Over 2,000 PPE Start Back Packs will be available for local micro businesses, to give staff and customers confidence during the reopening phase. Signposting will also help local businesses source ongoing supplies for the future.
64. Further investment has also been agreed to expand two of the council's Enterprise Centres in Cannock and Silverdale. The expansion will see 21 new units created across the two centres and 45 new jobs.
65. A range of pre-Covid work is also being restarted such as managing the increased demand in household waste and transitioning staff from supporting response phase work to ongoing service activity. This includes delivery of the external funding programme and ensuring staff resource is available to support delivery of the Farms Investment Programme.
66. The council's highways teams have continued work throughout the lockdown period to ensure the road network is maintained and major infrastructure projects have been kept on track. Major projects such as the Stafford Western Access Route, Lichfield Southern Bypass and i54 South Staffordshire have carried on with minimal disruption.
67. In Economy, Infrastructure and Skills there is a forecast overspend at Quarter 1 of £0.365m. On top of this, the forecast financial impact of Covid-19 for the directorate is £7.234m.

68. Corporate Services

69. Recovery plans that cut across all service areas is being led through recovery groups linked to the council's Strategic Plan Principles – communities, digital, workforce and climate change. A summary of progress against recovery priorities is set out below.

70. Communities

71. A Communities Recovery Group has been established with an immediate focus on the re-opening of community services. Country Parks have already reopened, with the focus now on maintaining resilience in light of increased demand whilst alternative visitor options remain limited. Discussions around toilet facilities, and the safe return of service volunteers are now underway. Risk assessment are currently being completed for county managed libraries, with community managed libraries to follow at a later date. A paper on library reopening will be presented to the SCC Planning and Recovery Group in mid-June.

72. Six Children's Centres are now open following Health and Safety site visits, with agreements in place with providers to enable the reopening of the onsite childcare facilities. Further planning is underway to meet the next phase of reopening on July 1st, when social care visits, 0-19 services and health visitor services can recommence.

73. The group will also be looking to identify learning from our response to Covid-19, and how this can be sustained. This work will result in a series of recommendations which will inform council change programmes and refresh of the Communities Delivery Plan in September. The Communities Recovery Group has also identified a series of risks for communities following COVID-19, and will continue to work with partners, members and the People Helping People programme board to mitigate these wherever possible.

74. Digital

75. Prior to the Covid-19 crisis, the council was developing an ambitious Digital Strategy and delivery programme of work for 2020/21 for agreement. Work is now underway to reset the Digital Programme informed by the learning and innovation of the response and recovery phase. Key priorities, linked to recovery, include developing a Digital Infrastructure Plan and a particular focus on how we move forward with 5G across Staffordshire, as well as transforming the way we work in achieving our smart working ambitions.

76. Digital has been a key element of the response to Covid-19, and the aim is to build on this progress. This includes working with frontline services to increase smart and virtual working and enhance community connectivity. The organisational rollout of Microsoft Teams is well underway, and promotion and development of the recently launched ILearn platform will continue.

77. Climate Change

78. The current Climate Change Strategy, 'Green Shoots', is currently being refreshed following the declaration of a Climate Change Emergency by the council in July 2019. The emerging plan contains four key climate change themes to support the organisation; improved air quality; reduction in carbon; protecting the environment; and minimising waste.
79. Work is underway to review the current action plan and strategy, with the aim of prioritising activities to commence delivery of the action plan. A baseline carbon assessment is being developed, and an approach is currently being developed to ensure that all recovery plans will consider their impact on climate change as a key element.
80. A recent engagement exercise, working with Staffordshire Council of Voluntary Youth Services and Staffordshire Youth Union, to gather young people's views on climate change, will be used to influence our climate change plans.

81. Workforce

82. The immediate recovery priority will focus on easing the lockdown and supporting the organisation to establish new ways of working. A project team has been developed focussing on a range of immediate issues, including the review of staff policies and procedures to meet our Smart Working vision, learning from how remote working has been utilised in response to the pandemic, as well as making our buildings are Covid-19 secure.
83. The wider HR function will address how backlogs in Casework are addressed, support future recruitment and work with managers to assess the impact that the crisis has had on existing change programmes.
84. In Corporate Services the forecast outturn at Quarter 1 is breakeven. The Covid-19 related costs total £2.753m and include forecast loss of income in Registrars, increased ICT costs to enable working from home and a forecast loss of income in the annual leave purchase scheme. There are also costs for the temporary mortuary facilities at the County Showground of £1.5m and for food and B&B accommodation for rough sleepers of £0.115m.

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Contact Details

Report Commissioner: Andrew Donaldson
Job Title: Assistant Director - Strategy, Public Health & Prevention
Telephone No.: 01785 278399
E-Mail Address: andrew.donaldson@staffordshire.gov.uk

Report Commissioner: Rob Salmon
Job Title: County Treasurer
Telephone No.: 01785 276350
E-Mail Address: rob.salmon@staffordshire.gov.uk