

TO:- Council

Councillor Meg Barrow , Councillor Andrew Adams , Councillor Helen Adams , Councillor Penny Allen , Councillor Jeff Ashley , Councillor Barry Bond M.B.E. , Councillor John Brindle , Councillor Gary Burnett , Councillor Val Chapman , Councillor Bob Cope , Councillor Mike Davies , Councillor Philip Davis , Councillor Steph Dufty , Councillor Robert Duncan , Councillor Sue Duncan , Councillor Christopher Evans , Councillor Mark Evans , Councillor Warren Fisher , Councillor Sam Harper-Wallis , Councillor Dr Paul Harrison M.B.E. , Councillor Rita Heseltine , Councillor Diane Holmes , Councillor Fiona Hopkins , Councillor Matthew Jackson , Councillor Victor Kelly , Councillor Dan Kinsey B.E.M , Councillor Roger Lees J.P. , Councillor Vincent Merrick , Councillor John Michell , Councillor Rob Nelson , Councillor Kath Perry M.B.E. , Councillor Martin Perry , Councillor Ray Perry , Councillor Robert Reade , Councillor Gregory Spruce , Councillor Christopher Steel , Councillor Wendy Sutton , Councillor Sue Szalapski , Councillor Bernard Williams , Councillor David Williams , Councillor Kath Williams , Councillor Victoria Wilson

Notice is hereby given that a meeting of the Council will be held as detailed below for the purpose of transacting the business set out below.

Date: Tuesday, 05 September 2023

Time: 19:00

Venue: Council Chamber, Council Offices, Wolverhampton Road, Codsall, South Staffordshire, WV8 1PX
Community Hub, Wolverhampton Road, Codsall, South Staffordshire, WV8 1PX



D. Heywood
Chief Executive

A G E N D A**Part I – Public Session****1 Priority Business (if any)**

To dispose of any business required by statute or by the Council's Procedure Rules to be brought before the Council before any other business.

2 Minutes of 27 June 2023**5 - 6**

To confirm the Minutes of the meeting of Council held on 27 June 2023.

3 Minutes of 25 July 2023**7 - 8**

To confirm the Minutes of the meeting of Council held on 25 July 2023.

4	Apologies	
	To receive any apologies for non-attendance.	
5	Declarations of Interest	
	To receive any declarations of interest.	
6	Questions pursuant to Council Procedure Rule 11.4	
	Note: A Councillor may ask the Chairman of the Council, a member of the Cabinet or the Chairman of any Committee, Sub-Committee or Panel a question on any matter in relation to which the Council has powers or duties or which affects the District of South Staffordshire provided that:-	
	(a) they have given at least seven working days' notice in writing of the question to the Chief Executive; or	
	(b) the question relates to urgent matters, they have the consent of the Cabinet Member to whom the question is to be put, and the content of the question is given to the Chief Executive by 11.00 a.m. on the day of the meeting. Every question shall be put and answered without discussion but the person to whom the question has been put may decline to answer.	
7	Report of the Leader of the Council	9 - 18
	Report of the Leader of the Council, Councillor Roger Lees	
8	Committee Updates	19 - 20
	Report of the Committee Chairmen	
9	Appointments to Committees	
	(a) To remove Councillor S Szalapski from Licensing and Regulatory Committee and replace with Councillor C Evans for the remainder of the 2023/24 Municipal Year.	
	(b) To elect Councillor D Holmes as Chairman of the Standards and Resources Committee until Councillor B Bond MBE returns following his period of absence due to ill-health.	
	(c) To elect Councillor P Davis as Vice-Chairman of the Standards and Resources Committee until Councillor D Holmes reverts to this position following the return of Councillor B Bond MBE.	
10	Approval of Absence	21 - 22
	Report of the Monitoring Officer	
11	Integrated Performance Management (IPM) Report - 2022/23 Quarter 4 and Outturn	23 - 64
	Report of the Leader of the Council, Councillor Roger Lees	
12	Senior Pay Review	65 - 82
	Report of Personal Development Review & Appointments Panel	
13	Chairman's Announcements	
	To receive any announcements which the Chairman wishes to bring to the attention of the members.	

Note: Members, officers, and the public are requested to stand at the conclusion of the meeting whilst the Chairman and Vice-Chairman leave the Council Chamber.

RECORDING

Please note that this meeting will be recorded.

PUBLIC ACCESS TO AGENDA AND REPORTS

Spare paper copies of committee agenda and reports are no longer available. Therefore should any member of the public wish to view the agenda or report(s) for this meeting, please go to www.sstaffs.gov.uk/council-democracy.

Minutes of the meeting of the **Council**
South Staffordshire Council held in the
Council Chamber Community Hub,
Wolverhampton Road, Codsall, South
Staffordshire, WV8 1PX on Tuesday, 27
June 2023 at 19:00

Present:-

Councillor Andrew Adams, Councillor Helen Adams, Councillor Penny Allen, Councillor Meg Barrow, Councillor John Brindle, Councillor Gary Burnett, Councillor Bob Cope, Councillor Mike Davies, Councillor Philip Davis, Councillor Steph Dufty, Councillor Robert Duncan, Councillor Sue Duncan, Councillor Christopher Evans, Councillor Mark Evans, Councillor Warren Fisher, Councillor Sam Harper-Wallis, Councillor Dr Paul Harrison, Councillor Rita Heseltine, Councillor Diane Holmes, Councillor Fiona Hopkins, Councillor Matthew Jackson, Councillor Victor Kelly, Councillor Dan Kinsey, Councillor Roger Lees, Councillor John Michell, Councillor Rob Nelson, Councillor Kath Perry, Councillor Martin Perry, Councillor Ray Perry, Councillor Robert Reade, Councillor Gregory Spruce, Councillor Christopher Steel, Councillor Wendy Sutton, Councillor Bernard Williams, Councillor Victoria Wilson

34 PRIORITY BUSINESS (IF ANY)

There was no priority business.

35 MINUTES

RESOLVED: that the minutes of the Council meeting held on 23 May 2023 be approved and signed by the Chairman.

36 APOLOGIES

Apologies were received from Councillors J Ashley, B Bond MBE, V Chapman, V Merrick, S Szalapski, D Williams and K Williams.

37 DECLARATIONS OF INTEREST

There were no declarations of interest.

38 QUESTIONS PURSUANT TO COUNCIL PROCEDURE RULE 11.4

There were no questions pursuant to Council Procedure Rule 11.4.

39 LEADER'S REPORT

Members received and noted the report of the Leader of the Council.

40 COMMITTEE UPDATE REPORT

Members received and noted the report of the Committee Chairmen.

41 TREASURY MANAGEMENT STRATEGY AND PRUDENTIAL INDICATORS 2023/24 - 2027/28

It was proposed by Councillor Lees and seconded by Councillor Wilson and **RESOLVED:** That Council approves:

1. The Prudential Indicators and Limits for 2023/24 - 2027/28 contained within Appendix A of the report.
2. The Minimum Revenue Provision (MRP) Statement contained within

Appendix A (paragraph 2.3) which sets out the Council's policy on MRP.

3. The Treasury Management Strategy 2023/24 - 2027/28 contained within Appendix A.

4. The Authorised Limit Prudential Indicator contained within Appendix A (para 3.2).

5. The Investment Strategy 2023/24 contained in the Treasury Management Strategy (Appendix A), and the detailed criteria (included in Appendix B).

42 **CHAIRMAN'S ANNOUNCEMENTS**

The Chairman of the Council, Councillor Meg Barrow, announced that her Civic Sunday would take place on 23 July 2023 and be held at the Codsall Community Hub. The Chairman stated that her thoughts were with Councillor Barry Bond MBE whose birthday it is today and she and all members send their very best wishes and best wishes for a speedy recovery.

Note: Mrs Fowkes, Monitoring Officer and Mr Mayhew, Finance Manager, left the Chamber at this point in the proceedings.

43 **EXCLUSION OF PRESS AND PUBLIC**

It was proposed by Councillor Barrow and seconded by Councillor Lees and **RESOLVED:** that the Press and Public be excluded from the remainder of the meeting during consideration of the following items on the grounds that they are likely to involve the disclosure of exempt information as defined in Paragraphs 1 and 3 of Part 1 of Schedule 12A to the Local Government Act 1972.

44 **A REVIEW OF CORPORATE LEADERSHIP TEAM ROLES AND RESPONSIBILITIES**

It was proposed by Councillor Lees and seconded by Councillor Wilson and **RESOLVED:** that Council approve:

- The appointment of the Finance Manager as the Council's interim s151 Officer.
- A regrade of the post of Director Legal & Governance to Corporate Director Governance.
- Provide authorisation to the Council's Monitoring Officer to make necessary staffing changes to the constitution arising from this report.

The Meeting ended at: 19:30

CHAIRMAN

Minutes of the meeting of the **Council**
South Staffordshire Council held in the
Council Chamber Community Hub,
Wolverhampton Road, Codsall, South
Staffordshire, WV8 1PX on Tuesday, 25
July 2023 at 18:00

Present:-

Councillor Andrew Adams, Councillor Helen Adams, Councillor Penny Allen, Councillor Meg Barrow, Councillor John Brindle, Councillor Gary Burnett, Councillor Val Chapman, Councillor Bob Cope, Councillor Mike Davies, Councillor Philip Davis, Councillor Steph Dufty, Councillor Robert Duncan, Councillor Sue Duncan, Councillor Christopher Evans, Councillor Sam Harper-Wallis, Councillor Dr Paul Harrison, Councillor Rita Heseltine, Councillor Diane Holmes, Councillor Victor Kelly, Councillor Dan Kinsey, Councillor Roger Lees, Councillor Vincent Merrick, Councillor Kath Perry, Councillor Martin Perry, Councillor Ray Perry, Councillor Robert Reade, Councillor Christopher Steel, Councillor Wendy Sutton, Councillor Sue Szalapski, Councillor Bernard Williams, Councillor David Williams, Councillor Victoria Wilson

34 PRIORITY BUSINESS (IF ANY)

There was no priority business.

35 APOLOGIES

Apologies for non-attendance were submitted on behalf of Councillor Bond, Councillor M Evans, Councillor Fisher, Councillor Hopkins, Councillor Jackson, Councillor Nelson, Councillor Spruce and Councillor K Williams.

36 DECLARATIONS OF INTEREST

There were no declarations of interest.

37 EXCLUSION OF PRESS AND PUBLIC

It was proposed by Councillor M Barrow and seconded by Councillor R Lees and

RESOLVED: that the Press and Public be excluded from the meeting during consideration of the following items on the grounds that they are likely to involve the disclosure of exempt information as defined in paragraphs 1 and 2 of Part 1 of Schedule 12(A) to the Local Government Act 1972.

38 APPOINTMENT OF DIRECTOR OF FINANCE/SECTION 151 OFFICER

It was proposed by Councillor R Lees and seconded by Councillor V Wilson and

RESOLVED: 1. That Council approve the appointment of Rebecca Maher to the post of Director of Finance (Section 151 Officer) on a spot salary of circa £90,500.

2. That Council authorises the Assistant Director Organisation and People Development to make the necessary amendments to the Council's Pay Policy Statement.

27 July 2023

The Meeting ended at: 18:06

CHAIRMAN



Council Plan 2020 – 2024

“Shaping South Staffordshire’s future”

Report of the Leader of the Council

Date: 5th September 2023

Introduction and Overview

The Council Plan 2020-2024 sets the Council's vision of “Shaping South Staffordshire's future” and within this prioritises “Prosperous Communities” and “Vibrant Communities”.

A number of key performance measures and targets have been set in order to monitor delivery against this vision. These ‘hard’ measures and targets are monitored and reported through the Council’s Integrated Performance Management Report.

This report provides a commentary on matters which are not covered within the Integrated Performance Management Report, but which are nevertheless important activities and developments within each Cabinet area.



Council Plan 2020 – 2024

"Shaping South Staffordshire's future"

CORPORATE SERVICES

Lead Cabinet Member: Councillor Roger Lees, Leader

1. Activities and Developments

Parish profiles

There is a brand-new tool on our website featuring 2021 Census of Population data at parish level [Parish data | South Staffordshire District Council \(sstaffs.gov.uk\)](https://www.sstaffs.gov.uk/parish-data).

Drawing information directly from the Office for National Statistics, these Parish Profiles present data on a small selection of the topics available from the most recent Census for all parishes. There is also a link to access data on all 34 Census topics available.

This data should be useful for parishes and others in understanding their local areas and planning the delivery of services.

Place Narrative 2023

This Place Narrative is an important step towards creating a new Council Plan for 2024 onwards. It sets out how, in recent years, the national, international, and local context has altered the position of the area, with regard to ongoing health, wellbeing and economic priorities.

[South Staffordshire Place Narrative | South Staffordshire District Council \(sstaffs.gov.uk\)](https://www.sstaffs.gov.uk/place-narrative)

Elections Annual Canvass 2023

The Canvass Form ensures that South Staffordshire Council can keep the electoral register up to date and identify any residents who are not registered so that they can be encouraged to do so. This will mean that residents will be able to take part in any future elections. People who have moved address recently are particularly encouraged to keep an eye out for the form and check the details. Research by the independent Electoral Commission indicates that recent home movers are far less likely to be registered than those that have lived at the same address for a long time.

Residents will have already received some correspondence from the Council. Residents are encouraged to complete and return any updated information via the Household Response service online, by phone or by post. Please contact the elections team elections@sstaffs.gov.uk for more information.



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BUSINESS ENTERPRISE & COMMUNITY INFRASTRUCTURE

Lead Cabinet Member: Councillor Victoria Wilson

1. Activities and developments

Council named West Midlands Planning Authority of the Year

South Staffordshire Council scooped the top award at the awards ceremony held on 30 June and was named Royal Town Planning Institute Planning Authority of the Year 2023 for the West Midlands. The award recognises planning excellence on a national scale and acknowledges the positive contribution that planning professionals make to the communities they serve. The team now goes forward to the national awards in November.

In addition, South Staffordshire Council was also awarded the Chair's Special Award on the night, for the way its planning team has worked to develop and nurture staff talent.



Local Plan Review

In January this year, work on the review of the Local Plan was paused awaiting clarity from the government on proposed changes to national planning policy which could have implications for us as a green belt authority.

The council firmly believes that the best way to stop unplanned development is to have a sound Local Plan in place. With this in mind, the council is revisiting the evidence that underpins the plan and is now moving forward again, aiming to undertake a new public consultation in early 2024.

We are still awaiting the outcomes of the government's consultation on their proposed changes, but they have given no indication of when this will be or what form they will take.

In the meantime, the council wants to make sure that the evidence that underpins the plan remains relevant and that South Staffordshire has a strategy ready to get its plan in place as quickly as possible.

No decisions have yet been made about what changes there might be to the previously published plan, but we are pleased to be working proactively for our district and our residents.

Local Plans

Housing land supply annual monitoring is close to being finalised for 2022/2023 and will inform the council's 5-year housing land supply, which is an important consideration for Members and officers in



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the determination of planning applications. It will also be taken into account in the emerging Local Plan.

We have published neighbourhood planning FAQs on the council website to provide more information about the way plans are prepared: [np faq sheet final 2023.pdf \(sstaffs.gov.uk\)](#)

Kinver Neighbourhood Plan

The council has received the independent examiner’s report on the Kinver Neighbourhood Plan, and following modifications recommended by the examiner has proceeded to referendum.

The referendum was held on Thursday, August 24 in Kinver parish. If it receives support from more than 50% of those voting, it will be brought into effect and form part of the development plan for the district.

To see the referendum documents visit: [Kinver Neighbourhood Plan | South Staffordshire District Council \(sstaffs.gov.uk\)](#) or [Home | Kinver Neighbourhood Plan \(kinvernplan.co.uk\)](#)

Development Management

The RTPI West Midlands Chair’s Award recognised our planning team for its approach to mentoring and supporting planners to learn new skills, widen their experience and pass that knowledge on. Under this umbrella we acknowledge it is important to provide work experience to encourage young people into planning in the future. We had a very successful work experience programme in July, with 3 school students who spent time in the different planning disciplines.

A new partnership has been created through the Pathways and RTPI Explore programme. Pathways is a company which supports careers training and mentoring for students, and we have established ourselves as a placement provider with a link to the RTPI in this scheme. We took one student this year, and after a successful placement he is looking to start his career in planning. We will be taking more placements over the coming year.

We are extremely pleased to now be working on a pilot project with RTPI for Planners on the Front Line and where we are an exemplar LPA in terms of personal safety.

Planning Enforcement

The council appealed the Planning Inspectorate’s decision to grant full planning permission for the residential use of a Travellers’ site on land off Teddesley Road, Penkridge. The High Court quashed the decision on 25 July 2023 and the matter will return to the Planning Inspectorate for a second appeal.



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A court order was obtained at Birmingham County Court on 20 July to force the removal of an unauthorised events marquee at Hillton Hall.

Investigations have continued into the removal of three trees from highways land on Wrottesley Park Road, Perton. The case is being reviewed to establish if the matter will be put before the court.

A chimney stack was removed without listed building consent from the Grade II Listed Pigot Arms in Pattingham. The Planning Enforcement Team took steps to secure the retention of the materials disposed of in a skip and the chimney stack is now being reinstated to ensure that the heritage status of the building is maintained.

Business Enterprise

UK Shared Prosperity Fund (UKSPF)

South Staffordshire District Council has been allocated £3.82 million to support revenue schemes and capital projects to March 2025. The Council has recently launched a call for projects for the UKSPF Residual Fund, for funds which have not yet been allocated. Expressions of interest are also being sought for the Rural England Prosperity Fund (REPF). REPF is an additional UKSPF allocation of £489,391 to support the rural community and business infrastructure. Following initial expressions of interest, those projects which meet the priorities set out in the UKSPF prospectus will be invited to submit full applications. Further information and a copy of the UKSPF prospectus are available to view at www.sstaffs.gov.uk/uk-shared-prosperity-funding.

Delivery of UKSPF projects under the ‘Supporting Local Business’ priority have now commenced. **Green Solutions**, delivered by Staffordshire County Council supports businesses in South Staffordshire to reduce their carbon footprint and increase energy efficiency.

Strive for Success is a business growth programme designed to assist existing business trading for 2+ years to realise their growth potential. Businesses will receive one to one support and have the opportunity to work with a growth specialist through a bespoke series of workshops focusing on the importance of business planning.

The Council are currently undertaking a tender exercise for delivery of business-start up and innovation programmes and a full launch event for the ‘Enterprise in South Staffs’ UKSPF business support programme will take place in early October.

South Staffordshire Business Partnership

Following the most recent partnership event in June, the number of business partners has increased to over 150. A Business Partnership Ambassadors Group is now being established. The Partnership



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Ambassadors will be a small group of business leads to help to steer the direction of the Business Partnership and represent their respective industry.

REGULATORY SERVICES

Lead Cabinet Member: Councillor Rita Heseltine

1. Activities and developments

Environmental Health and Licensing

Environmental Protection

Over the past 2 months the team have received almost 200 requests for service. The requests vary in nature and relate to a wide variety of issues and concerns. As is typical for this time of year, the team are seeing an increase in complaints concerning alleged nuisance from noise and bonfires.

The team are currently continuing to investigate a number of particularly complex issues including a complaint of odour from a commercial premises affecting a neighbouring residential dwelling and have worked with partner agencies including Homes Plus and Severn Trent to resolve a complex drainage issue.

Licensing and Events

The summer period has been even busier than normal with events across the district. The team liaise with partners through safety advisory groups to support organisers in the organisation and delivery of safe events. Generally, we have confidence in the event organisers, but some require considerable monitoring, including noise monitoring over weekends and late into the night. On one occasion the safety advisory group wrote to an organiser advising that they did not support the event. It was subsequently cancelled.

Camp Bestival is our largest event of the year which took place 17th - 21st August at Weston Park.

DIGITAL TECHNOLOGY & SERVICE TRANSFORMATION

Lead Cabinet Member: Councillor David Williams

1. Activities and developments

Customer Experience Improvement Programme

Following the launch of the council’s new website in March 2023, the focus of the Customer Experience Improvement Programme has turned to online forms.



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The Freedom of Information process is currently being trialled by the Digital Services team, before being rolled out to other services across the council.

WELFARE SERVICES

Lead Cabinet Member: Councillor Robert Reade

1. Activities and developments

UK Shared Prosperity Fund

Our People and Skills programme, Creating Brighter Futures commenced in April and is progressing well, we are currently working with 43 applicants, all of whom have received various degrees of support. Since April, 4 individuals have moved into work, having received advice to update their CV's, support to apply for jobs and advice to prepare for interviews.

We are exploring opportunities to fund Green Skills training courses with local colleges as well as engaging with local employers that may offer work experience opportunities.

Jobs Fair

We are facilitating a Jobs Fair at Cheslyn Hay Leisure Centre on 21 September 2023, 2pm until 6pm. We are currently working along-side the enterprise team to fill 35 exhibition stands with a mixture of employers, training providers and support organisations. We will also have four guest speakers on the evening to deliver updates on a range of topics.

Warmer Homes

Within the first quarter of working with Beat The Cold, 76 advice line enquires have been received: 36 from disadvantaged households with health conditions or residents of old age and vulnerable. 30 from disadvantaged households with benefits and 11 from hospital referrals. South Staffordshire has managed to help residents with £5,250.00 estimated bill savings as well as providing an additional £8,550.00 household support fund through Staffordshire Community Fund.

The Staffordshire Partnership has successfully secured £10.5 million through Home Upgrade Grants which is an extension of the Staffordshire Warmer Homes Scheme and will run until 2025. The scheme aims to provide households not connected to the gas mains with air source heat pumps, insulation and solar panels. Staffordshire County Council is managing the scheme in collaboration with Community Homes Solutions. Due to limited availability of allocated funding, applications will be processed on a first-come, first served basis, therefore we advise any residents who are interested to apply promptly to determine their eligibility.



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For more information please see: [Staffordshire secures £10.5 million for home energy efficiency improvements - Staffordshire County Council Newsroom](#)

COMMUNITY SERVICES

Lead Cabinet Member: Councillor Kath Perry

1. Activities and developments

Garden Waste Collections 2023/24

The sign-up period for the 2023/24 collection year opened on May, 22nd, with collections commencing on July 3rd. As part of the Customer Experience Improvement Programme, a new online sign-up form was developed which retained many of the tried and tested features of the previous forms and included some additional self-serve features. So far in 2023/24 we have 29,212 active subscriptions, representing 66% of eligible households.

Staff Volunteering

A big thank you to council staff, Cllr Dan Kinsey and Wombourne Best Kept Village who all joined in for a volunteering morning to help tackle the invasive Himalayan Balsam along the brook off Tollhouse Way in Wombourne on Friday 9th June. Just a couple of hours on site saw a huge amount of Balsam removed and will make a big difference to the local biodiversity.





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Green Flag

We are proud to say that the Wom Brook Walk in Wombourne has retained the Green Flag award for the 14th year running. We are very grateful for the collective efforts and help that we receive from Street Scene staff, the Friends of Wom Brook, Wombourne Best Kept Village, Wombourne Parish Council and many unsung litter picker volunteers in maintaining this valuable site.

Street Scene

The Street Scene team are delighted to be shortlisted for ‘Service Team of the Year: Street Cleansing and Street Scene Service (Public Realm) at APSE (Association for Public Service Excellence) Service Awards 2023. The awards will be held on 14th September.

Envirocrime

For the period April - July 5 FPN’s have been issued for littering. There is also an active prosecution for a fly tipping offense that is due to be heard in court on 11th September.

Leisure Services

Leisure Services have implemented changes to the membership offer in August following a review earlier this year. The new membership structure simplifies the offer assisting customers to make informed decisions on which membership package is right for them. Any existing members affected by the changes have been notified.

Baggeridge Country Park

Green Flag Award

Baggeridge Country Park has once again been awarded the prestigious Green Flag Award for the 25th year running. The Green Flag Award scheme, managed by environmental charity Keep Britain Tidy under licence from the Department for Levelling Up, Housing and Communities, recognises and rewards well-managed parks and green spaces, setting the benchmark standard for the management of green spaces across the United Kingdom and around the world. The award is a testament to the hard work and dedication of officers at South Staffordshire Council and local volunteers that care for the green spaces so that everyone can enjoy them.

SOUTH STAFFORDSHIRE COUNCIL

COUNCIL – 5 SEPTEMBER 2023

COMMITTEE UPDATES

REPORT OF THE COMMITTEE CHAIRMEN

1. SUMMARY OF PROPOSALS

To update Council on the work undertaken by the Council's Committees for the period from 27 June 2023 to 5 September 2023.

2 INFORMATION

2.1 Audit and Risk Committee

11 July 2023

The Committee considered the following items:

- Internal Audit Annual Outturn Report 2022/23
- External Audit Plan 2023
- Informing the Audit Risk Assessment
- Confidential Report – Incident Response Preparedness Update

The agenda papers can be seen [here](#).

2.2 Licensing and Regulatory Committee

20 July 2023

The Committee considered the following items:

- 2022/23 Quarter 4 Taxi Licensing Functions Report
- Review of Fees and Charges for Hackney Carriage and Private Hire Licensing functions for 2023/24

The agenda papers can be seen [here](#).

There has been one meeting of the Licensing Sub-Committee to determine individual applications and details can be seen [here](#).

2.3 Overview and Scrutiny Committee

25 July 2023

The Committee considered the following items:

- Integrated Performance Management (IPM) 2022/23 Quarter 4 and Outturn
- Closed Churchyards Revision of Special Expense Decision
- UK Shared Prosperity Fund and Rural England Prosperity Fund
- South Staffordshire Place Narrative 2023
- Member Working Groups 2023/24 Topic Selection
- Work Programme 2023/24
- Outcome Report on 2022/23 Challenge Panels

The agenda papers can be seen [here](#).

2.4 **Asset Scrutiny Panel**

16 July 2023

The Panel considered the following item:

- Wombourne and Unit 4E Developments

The agenda papers can be seen [here](#).

2.5 **Planning Committee**

18 July 2023

The Committee considered the following items:

- Determination of 2 planning applications
- Monthly Update Report

The agenda papers can be seen [here](#).

3. BACKGROUND PAPERS

Reports to Committees on the above dates.

4. RECOMMENDATION

4.1 That Council notes the contents of the report.

Report prepared by: Lorraine Fowkes – Corporate Director of Governance

SOUTH STAFFORDSHIRE COUNCIL**COUNCIL – 5th SEPTEMBER 2023****APPROVAL OF ABSENCE****REPORT OF THE MONITORING OFFICER****PART A – SUMMARY REPORT****1. SUMMARY OF PROPOSALS**

- 1.1 Under Section 85 of the Local Government Act 1972 if a Councillor does not attend a relevant meeting of the authority for a period of 6 calendar months they automatically ceases to be a Councillor unless the Council approves the reasons for absence prior to the expiry of that period. This report seeks Council's authority to approve the absence for the Councillor detailed below.

3. SUMMARY IMPACT ASSESSMENT

POLICY/COMMUNITY IMPACT	Do these proposals contribute to specific Council Plan objectives?	
	N/A	
	Has an Equality Impact Assessment (EqIA) been completed?	
	N/A	
	Has a Data Protection Impact Assessment been completed?	
	N/A	
SCRUTINY POWERS APPLICABLE	No	The power to grant dispensations under section 85 is reserved to Council.
KEY DECISION	No	
TARGET COMPLETION/ DELIVERY DATE	05 September 2023	
FINANCIAL IMPACT	No	None
LEGAL ISSUES	Yes	Approval of Council is needed under Section 85 Local Government Act 1972.
OTHER IMPACTS, RISKS & OPPORTUNITIES	No	None
IMPACT ON SPECIFIC WARDS	No	

PART B – ADDITIONAL INFORMATION

4. INFORMATION

- 4.1 Section 85 of the Local Government Act 1972 provides that if a Councillor does not attend a relevant meeting of the authority for a period of 6 calendar months, they automatically cease to be a Councillor unless the Council approves the reasons for absence *prior* to the expiry of that period. The exact wording is stated below:

Vacation of office by failure to attend meetings.

(1) Subject to subsections (2) and (3) below, if a member of a local authority fails throughout a period of six consecutive months from the date of his last attendance to attend any meeting of the authority, he shall, unless the failure was due to some reason approved by the authority before the expiry of that period, cease to be a member of the authority.

- 4.2 This report seeks Council's authority to approve the reason for absence for Councillor Barry Bond M.B.E.; Councillor Bond has been unable to attend a meeting as a result of serious ill-health.
- 4.3 Councillor Bond last attended a meeting on 28 March 2023 and was re-elected to the Council at the 4 May 2023 elections. If the reason for absence is not approved, section 85 would apply prior to the next Council meeting (scheduled for 12 December 2023).

5. IMPACT ASSESSMENT – ADDITIONAL INFORMATION

- 5.1 None identified.

6. PREVIOUS MINUTES

- 6.1 Not applicable.

7. BACKGROUND PAPERS

Section 85 Local Government Act 1972.

2. RECOMMENDATIONS

- 2.1 That Council approves the reason of absence, namely that of serious ill-health, for Councillor B Bond M.B.E.

Report prepared by: Lorraine Fowkes, Corporate Director of Governance
and Monitoring Officer

SOUTH STAFFORDSHIRE COUNCIL

COUNCIL – 5TH SEPTEMBER 2023

INTEGRATED PERFORMANCE MANAGEMENT (IPM) REPORT – 2022/23 QUARTER 4 AND OUTTURN

REPORT OF THE LEADER OF THE COUNCIL, COUNCILLOR ROGER LEES

PART A – SUMMARY REPORT

1.0 SUMMARY OF PROPOSALS

- 1.1 This report provides a combined update as of 31 March 2023 (Quarter 4 of 2022/23) and 2022/23 outturn on performance, finance, and risk. This includes results against performance targets set to monitor delivery of the Council Plan 2020 – 2024.

2.0 SUMMARY IMPACT ASSESSMENT

POLICY/COMMUNITY IMPACT	Do these proposals contribute to specific Council Plan objectives?	
	Yes	It reports progress against Council Plan targets.
	Has an Equality Impact Assessment (EqIA) been completed?	
	No	This report does not impact on equality issues
SCRUTINY POWERS APPLICABLE	The IPM report is presented to O&S at Quarter 2 and 4 only; and to Council annually.	
KEY DECISION	No	
TARGET DATE	Quarterly	
FINANCIAL IMPACT	Yes	The report details the financial position as at the end of Quarter 4 2022/23.
LEGAL ISSUES	Yes	Section 151 of the Local Government Act 1972 requires the Council to make arrangements for the proper administration of its financial affairs.
OTHER IMPACTS, RISKS & OPPORTUNITIES	Yes	Appendix 3 to this report includes all Council strategic risks and a summary position statement on operational risk.
IMPACT ON SPECIFIC WARDS	No	All Wards

3.0 INTEGRATED PERFORMANCE MANAGEMENT - EXECUTIVE SUMMARY

3.1 Finance



REVENUE

Net Revenue Budget 2022/23 £m	Provisional Outturn 2022/23 £m
£16.239	£15.983
Provisional Variance 2022/23 £m	Percentage Variance from Budget 2022/23
0.256	1.58%



CAPITAL

Capital Budget 2022/23 £m	Provisional Capital Outturn 2022/23 £m
£21.998	£6.406

3.2 Performance

Current Position	G	A	R	N/A
23 Council Plan Targets at Q4	17	1	5	0
23 Council Plan Targets at Outturn	16	0	6	1
Revenue Budget - Service (Net) Expenditure				
Revenue Budget - Other Expenditure				
Revenue Budget - External Funding				
Overall Revenue Budget - Appropriations to Reserves				
Capital Programme				

3.3 Strategic and Operational risks

Strategic Risks	8
Operational Risks	69

IPM Narrative Report

4.0 Review of the Quarter

- 4.1 At the end of the finance year, previously detailed financial and service challenges have been met primarily from Earmarked Reserves which were established to mitigate this in-year risk.
- 4.2 Significant financial pressures driven by inflation emerged in Quarter 1 of the financial year; however further service pressures have been experienced as the Council continues to see the longer term impacts of Covid and more present challenges from the Cost of Living Crisis.
- 4.3 Service pressures within Community Services remain although there has been improvement in the latter half of the financial year in membership take up. The works have been completed in the last quarter of 2022/23, which is reflected in the growth of memberships.
- 4.4 Sickness levels in Quarter 4 were on target with 1.77 FTE days lost per FTE against a target of 2.15. Sickness absence across the year average was 7.19 per employee which was above target. Long term sickness absence cases were the main cause of this target exceeding 6.95. While there are several long-term absences it is expected that sickness performance will continue to improve. Current sickness impacts on performance are mitigated.
- 4.5 Within the reported financial position are significant pay and inflationary pressures that have been managed by the Pay and Inflation Reserve in year (£0.600m); this included a provision for the 2022/23 pay award of £1,925 per person, per annum.
- 4.6 Commercial property income continues to perform well although following a major fire at one commercial unit last year and two units becoming vacant across the estate, rental income has been slightly lower leading to a small pressure. There is little indication at this stage that wider economic concerns will lead to further vacancies but the position will continue to be monitored into 2023/24. As such there has not been an update to the strategic risks at this point.
- 4.7 The Welfare Benefits teams saw increased demands on the service throughout 2022/23; recruitment challenges combined with additional calls for support meant an increase in Quarters 1,2 and 3 in time to process new Housing Benefit/Council Tax Support claims. The approved additional funding and additional short term 3rd party support saw quarter 4 have a performance increase in claims being processed in an average of 13.36 days against the service expected standard of 15 days.
- 4.8 The additional demands Customer Services saw in the first quarter of the year have abated as the service returns to normal levels of demand. A review of the service took place in which changes to the teams structure was made, and investment to ease any future additional demand.

- 4.9 Planning income has performed strongly driving an expected over achievement against budget for the service as a whole in year of £0.111m.
- 4.10 Furthermore, decisions taken by the Council to lock into planned borrowing at historically low interest rates in 2021/22, coupled with higher interest rates receivable on balances has created a favourable variation across all Treasury activity of £0.632m.
- 4.11 Members should be aware that the agreed MTFS for 2022/23 agreed a contribution from General Reserves of £1.051m and established a £0.600m Pay and Inflation Reserve.
- 4.12 The provisional outturn (subject to audit) indicates a draw on General Fund reserves of £0.623m which is £0.427m better than budgeted.
- 4.13 In addition, the benefits of the Treasury windfalls will allow the Council to replenish the 'Pay and Price' inflation Earmarked Reserve to similar levels than those maintained successfully in 2022/23. This will be important given the potential for inflationary pressures to impact adversely on budgets in 2023/24.

5.0 Impacts on 2023/24 and beyond

- 5.1 Concerns over rising inflation and pay that materialised throughout the year are likely to continue into 2023/24. The Pay and Inflation reserve set aside at the end of 2021/22 was fully committed in-year but can be re-established utilising the windfall receipts from Treasury activities in 2022/23
- 5.2 The main inflationary rise in the current year has been contained within the Pay and Inflation budget with relation to the annual CPI uplift applied to the waste contract. The impact of inflation will however be substantial in 2023/24 and ongoing and has been factored into the MTFS and the budget report for 2023/24.
- 5.3 Leisure centre base membership which was increasing following Covid has fallen back principally as a result of the refurbishment programme. At this stage it is expected that membership levels will recover over the course of 2023/24 following the completion of the refurbishment programme and the potential to attract new customers away from more expensive leisure sites at a time of increased economic challenge presents an opportunity to the Council.
- 5.4 Support to business via the enterprise team will be a key focus for the 2023/24 aligned to monitoring of commercial property occupancy levels which are still maintaining in excess of 97.5% and ensuring that outstanding debt levels do not increase. This will be an important metric of economic challenges in the months ahead.
- 5.5 Collection rates of Council Tax and Business Rates performance which primarily held up during the Covid-19 pandemic continues to be monitored closely to quickly pick up any adverse impacts due to the cost-of-living crisis. However, there was no underlying risk to this year's budget as any shortfall is mitigated by the way in which Collection Fund related deficits are funded in future years.

- 5.6 Finally, upside opportunities from treasury management activities may continue into 2023/24 as borrowing costs are fixed but investment income continues to increase in line with interest rate rises. There is a risk to the medium-term capital programme that should the need to borrow further monies arises, rates are now significantly higher.

6.0 IMPACT ASSESSMENT – ADDITIONAL INFORMATION

Not applicable

7.0 PREVIOUS MINUTES

Not applicable

8.0 BACKGROUND PAPERS

- Appendix 1 – Quarter 4 Performance Scorecard
- Appendix 2 – Quarter 4 Finance Scorecard
- Appendix 3 – Quarter 4 Strategic Risk Register

9.0 RECOMMENDATION

- 9.1 It is recommended that Members review and note the Quarter 4 Integrated Performance Management (IPM) Report.

Report prepared by John Mayhew Finance Team Manager

Quarter 4 - 2022/2023

The measures in the scorecard have been rated using a Red, Amber and Green (RAG) system

RED	Not on target and / or the level of risk (of not meeting target) is high and needs urgent remedial action
AMBER	Not fully on target but not significantly off target and / or the level of risk (of not meeting target) is manageable but requires close monitoring
GREEN	On target and / or the risk (of not meeting target) is low and under control

Council Plan Measures		Q1	Q2	Q3	Q4	Outturn	Update Please provide a Q4 cumulative update.
	Planning						
1	On target to submit the local plan to the Secretary of State in line to meet the Government 2023 deadline						Local Plan review paused awaiting the outcome of proposed changes by the Government to national planning policy. However, the team are continuing to review the representations from previous Regulation 19 Publication Plan consultation.
2	Key enabler to 2500 new jobs (through planning decisions and partnerships).						No new jobs were enabled in Q4, however the granting of planning permission for ROF Featherstone in Q3 - which will see significant inward investment and the creation of 3000 full-time equivalent jobs - means that the target is now exceeded.
3	a) 60% of major development decisions made within the relevant time frame (or with an agreed extension of time). b) 70% of non-major development made within the relevant time frame (or with an agreed extension of time).						a) 100% within relevant time frame b) 97.3% within relevant time frame
4	No more than 10% of applications overturned through the appeals process (major and non-major development).						Total of 42 Applications decided within the period. 1 Appeal was allowed within this quarter. Based on DCLG methodology = 2.3% overturned through the appeals process.
5	Investigated 80% of planning enforcement complaints within 12 weeks.						87.2% of planning enforcement cases were investigated within 12 weeks.
	Business support/Council Assets						
6	Business Support: 150 businesses supported (and 95% satisfaction level achieved)						21 businesses were supported in Quarter 4. The yearly target has been exceeded, achieving 120.7% by Quarter 4. Cumulatively, 184 businesses have been supported to date. Satisfaction levels are measured through one-to-one contact with an officer and the business supported. Previously: Quarter 1 46 business were supported, 30.67% of the year-end target Quarter 2 52 businesses were supported, 65.3% of the year-end target Quarter 3 65 businesses were supported, 65.3% of the year-end target
7	30 Businesses accessing Start-Up Support provided by the Council						6 businesses contacted the Council for Start-Up support in Quarter 4. Cumulatively, 31 businesses have been referred for start-up support to date, 103% of year-end target. Previously: Quarter 1 3 businesses referred for start-up 10% of the year-end goal. Quarter 2 11 businesses referred for start-up 36% of the year-end goal. Quarter 3 11 businesses referred for start-up 80% of the year-end goal.
8	Ensuring 97.5% occupancy across assets to ensure delivery of income and no more than 2% of debt written off with outstanding debt decreasing year on year.						Occupancy at the end of Quarter 4 was 97.3%. Occupancy throughout the year averaged at 98.5% occupancy. Three industrial units have recently been vacated. Demand remains high and viewings have been undertaken or are planned. Interest in the vacant office at Element Court has increased following the recent marketing campaign with advanced negotiations taking place.
9	80% of food businesses are rated broadly compliant for food hygiene.						The Q4 broadly compliant rate has risen to 96%. The requirement of Phase 2 of the FSA Recovery Plan for the local authority's food inspection programme has been achieved.
10	Improve Business Continuity and Resilience of at least 3 Council systems by April 2023: <ul style="list-style-type: none">Customer Contact ManagementOnline formsCouncil's website						Go Live of the Council's Website was achieved on 6 th March 2023. Workshops and testing activity is currently underway with Verint to implement activities for Customer Contact Management and Online Forms in May 2023 following the Local Elections. The iterative delivery of the core elements of Customer Contact Management, the Online Forms platform and the Website is expected to last approximately 18 months with regular incremental delivery of new capabilities.

Council Plan Measures		Q1	Q2	Q3	Q4	Outturn	Update
							Please provide a Q4 cumulative update.
Waste							
11	Missed bin collections: a) Limit of 20 justified non-collections per 100,000 collections of blue and grey bins. b) Limit of 3 justified non-collections of green bins per collection day.						The missed bin collection rates for Q4 are as follows: Domestic: 26.58 per 100,000 (99.97% collected on schedule) Recycling: 26.62 per 100,000 (99.97% collected on schedule) Green: 2.56 per day (99.99% collected on schedule) However, due to a higher number of missed bins earlier in the year, the cumulative performance for the year is as follows: Domestic: 46.16 per 100,000 (99.95% collected on schedule) Recycling: 43.5 per 100,000 (99.96% collected on schedule) Green: 3.75 per day (99.99% collected on schedule) Biffa collect any missed bins within 24 hours of it first being reported.
12	Achieve 69% of resident take up for the charge for green waste.						70% sign up rate achieved
13	Reuse, recycle and compost at least 45% of household waste.						The annual recycling rate was 44% this figure was primarily due to a poor year for garden waste arisings. In Q4 whilst recycling and residual waste volumes remained relatively comparable with the preceding quarters, we have been predominantly impacted by a poorer growing season affecting our garden waste tonnages, which has had a negative impact on our overall recycling rate.
14	Investigate 100% of fly tipping reports and agreed actions to resolve the problem within two working days of the report.						100% of all fly tipping reports received in Quarter 4 were investigated within two working days.
Leisure							
15	Maintain a base level of 3,500 members across our four leisure facilities by Q4						Quarter 4 membership is 3460 (99% of target). This represents a 7% increase on overall membership since last quarter. However, CHLC & WLC are significantly affected by current refurbishments. Previously: Quarter 1 membership was 3334 (95% of target) Quarter 2 membership was 3292 (94% of target) Quarter 3 membership was 3206 (92% of target)
16	Maintain over a 100% income % of operating costs for our four leisure centers by Q4						Quarter 4 income % of operating costs was 81.79%. The pay award , inflationary pressure linked to joint use agreements and closures due to the refurbishment works have impacted not achieving the year end target. Previously: Quarter 1 income % of operating costs was 85.6% Quarter 2 income % of operating costs was 80.78% Quarter 3 income % of operating costs was 82.47%
Financial performance							
17	Achieve 43,607+ online financial transactions by end of March 2023						Quarter 4 online transactions 4,250. Total online transactions 44,129 meeting the target for the year.
18	Achieve 98% collection rate (minimum) for a) Council Tax b) Business Rates.						Council Tax collection rate at the end of Quarter 4 is 98.0% which is 0.3% higher than last year. Business Rates collection rate was 98.9% which is 0.1% lower than last year. *Both set of collection rates are subject to end of year accounting reconciliations
19	Process new Housing Benefit/Council Tax Support claims in an average of 15 days						In Quarter 4, the average number of days to process a new claim was 13.36, within the target of 15 days. Overall, for the year the average number of days to process a new claim was 18.66.
20	Process changes in circumstances an average of six days.						In Quarter 4 the average number of days to process a change in circumstances was 3.13 days, within the target of 6 days. The average number of days to process a change in circumstance throughout the year is 3.53.
Climate Change							
21	Preparation of climate change action plan and preparation of baseline activity report with decreasing carbon impact/use.						The Climate change action plan for 2023/24 and carbon baseline report is currently in the process of being prepared. It will be presented to members later in 2023.
Staffing							
22	Maximum of 6.95 days average sickness absence per employee per year.						In Quarter 4 1.77* FTE days were lost per FTE employee against a target of 2.15. 0.76 of these days were due to long term absence. Across the year the average sickness absence per employee was 7.19 which was above target. Long term sickness absence cases were the main cause of this exceeding the target. 6.95. long Term Days lost per FTE Employees was 4.91 which is a 1.4 increase

Council Plan Measures		Q1	Q2	Q3	Q4	Outturn	<div>Update</div> <div>Please provide a Q4 cumulative update.</div>
							<p>from the previous year. The number of employees on long term absence has not increased from the previous year, however the figure has been affected by the duration of these absences.</p> <p><i>*Occasionally there are small fluctuations in figures due to late/end of month notification. Figures are always reviewed and updated if necessary.</i></p>
	Welfare						
23	<p>Building Better Opportunities program (BBO) targets for year end 2022/23:</p> <p>a) Sign-ups to the BBO Program = 105</p> <p>b) Exit from the BBO Program to Education and Training = 12</p> <p>c) Exits from the BBO Program to Employment = 23</p>						<p>The total figures for the final year of the Building Better Opportunities program</p> <p>A) Sign-ups to the BBO Program = 164</p> <p>B) Exit from the BBO Program to Education and Training = 22</p> <p>C) Exits from the BBO Program to Employment = 58</p> <p>These all exceeded all targets</p>



2022/23: Provisional Outturn

Ref	Budget Heading	<i>Original Budget</i>	<i>Revised Budget</i>	<i>YTD Budget</i>	<i>Actual</i>	<i>Provisional Outturn</i>	<i>Provisional Variance</i>	<i>E' Reserve Impact</i>	<i>Gen Fund Impact</i>	<i>RAG</i>	<i>Page Ref</i>
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
1	Business Transformation	1,762	1,816	1,816	1,562	1,562	254	(15)	269		
2	Community Services	4,855	4,830	4,830	5,294	5,294	(464)	(313)	(151)		
3	Regulatory	492	492	492	544	544	(52)	(120)	68		
4	Partnership Services	2,126	2,121	2,121	2,217	2,217	(96)	212	(308)		
5	Planning	871	871	871	760	760	111	(148)	259		
6	Welfare Services	1,133	1,109	1,109	1,338	1,338	(229)	(97)	(132)		
8	Total Service Expenditure	11,239	11,239	11,239	11,715	11,715	(476)	(481)	5		
9	Enterprise Zone	5,028	5,028	5,028	5,141	5,141	(113)	(113)	0		
10	Insurance Receipt in respect of Unit 4E Fire	0	0	0	(213)	(213)	213	213	0		
11	Capital Financing and Treasury	(28)	(28)	(28)	(660)	(660)	632	210	422		
12	Total Expenditure	16,239	16,239	16,239	15,983	15,983	256	(171)	427		
13	New Homes Bonus	(499)	(499)	(499)	(499)	(499)	0	0	0		
14	Enterprise Zone	(5,028)	(5,028)	(5,028)	(5,141)	(5,141)	113	113	0		
15	Business Rates	(4,300)	(4,300)	(4,300)	(2,977)	(2,977)	(1,323)	(1,323)	0		
16	Council Tax Requirement	(5,094)	(5,094)	(5,094)	(5,217)	(5,217)	123	123	0		
17	Services Grant	(162)	(162)	(162)	(162)	(162)	0	0	0		
18	Lower Tier Services Grant	(105)	(105)	(105)	(105)	(105)	0	0	0		
19	Total External Funding	(15,188)	(15,188)	(15,188)	(14,101)	(14,101)	(1,087)	(1,087)	0		
20	Appropriations (to) / from Earmarked Reserves	0	0	0	1,258	1,258	1,258	1,258	0		
21	Appropriations (to)/ from General Fund Balance	1,051	1,051	1,051	624	624	(427)	0	(427)		
22	Total Appropriation (to) / from Reserves	1,051	1,051	1,051	1,882	1,882	(831)	1,258	(427)		

RED	Not on target and / or the level of risk (of not meeting target) is high and needs urgent remedial action
AMBER	Not fully on target but not significantly off target and / or the level of risk (of not meeting target) is manageable but requires close monitoring
GREEN	On target and / or the risk (of not meeting target) is low and under control

Integrated Performance Management

2022/23 Provisional Outturn - Executive Summary

- Total (net) annual **Service Expenditure** is £11.715m against an approved budget of £11.239m an adverse variation of £0.476m. Within this outturn pressures of £0.560m relating to pay and price pressures, including provision for the approved pay award of £1,925 per FTE employee have been mitigated via Earmarked Reserves for that purpose. A lower level of inflation was incorporated into the budget as set in February 2022. However, as subsequent inflationary pressures were becoming increasingly apparent when the accounts were closed for 2021/22, an Earmarked Reserve of £600k was established to manage the immediate impact of inflation which has been applied to the forecast inflationary pressures.
- Other significant variations included within the £0.474m and not explicitly linked to inflation and funded through that reserve total include;
 - £237k pressures in Leisure Operations, primarily due to lower than budgeted income from classes as recovery to pre-Covid levels of attendance continues, amidst temporary reductions in capacity due to refurbishments. There was some evidence however of a fourth quarter recovery in Leisure memberships.
 - £176k in Estates and Assets due to empty units at Element Court and Four Ashes and one off revenue costs associated with Wombourne redevelopment.
 - £254k saving against budget in Business Transformation. Some additional spending has been funded via Earmarked Reserve but this has been more than offset by staffing vacancies and other savings on IT and mobile phone contracts.
 - £104k Additional Customer Services staffing resources, primarily to cover Blue Bag / Chargeable Green Waste enquiries and largely funded via Earmarked Reserves
 - £333k adverse variation in Benefits. That related to staffing and Agency Costs (to cover absences) of £184k is funded by Earmarked Reserve. Balance, impacting on General Fund arises from housing benefits not being entirely funded through eligible subsidy and an underachievement against target for Housing Benefit overpayment recovery.
- Separately, variations to budget but not impacting on the General Fund balance as funded through Earmarked Reserves includes:
 - £104k Additional Customer Services staffing resources to cover Blue Bag / Chargeable Green Waste enquiries and largely funded via Earmarked Reserves.
 - £177k Covid related spend on Track and Trace staffing resources funded via Earmarked Reserve.

- Decision taken by the Council to lock into planned borrowing at historically low interest rates, coupled with higher interest rates receivable for balances held has contributed towards a £0.632m windfall for the Council. Of this, £210k can be applied to Earmarked Reserves to protect the Council against on-going inflationary pressures in 2023/24 with the remainder applied to the General Fund Reserves.
- Collection Fund deficits and prior year liabilities relating to Business Rates (£0.700m) are, according to rules applied to South Staffordshire at the end of the year and are funded via the specific Earmarked Reserve for this purpose. Timing differences have resulted in a surplus on the Collection Fund at the end of the year which will benefit Council finances in 2023/24.
- New Homes Bonus forecasts are as budgeted. Differentials in i54 business rates received are matched by payments.
- Collection rates, which primarily held up during the Covid-19 pandemic will be monitored closely to quickly pick up any adverse impacts due to cost of living crisis. However, there is no underlying risk to this year's budget as any shortfall is mitigated by the way in which Collection Fund related deficits are funded in future years.
- The budget for 2022/23 assumed a deficit (adjusted for contributions from Earmarked Reserves) to be funded from General Fund reserves of £1.051m. The outturn shows a contribution from General Reserves of £0.624m is a £0.427m improvement against budget.



2022/23: Provisional Outturn – Business Transformation

	Approved Budget	Revised Budget	Year to Date Budget	Actual	Provisional Outturn	Provisional Variation to Budget	Impact on ER	Impact on GF	RAG
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Business Change Programme	225	225	225	113	113	112	112	0	
Internal Audit	94	94	94	83	83	11	0	11	
Information Comms Technology	1,443	1,498	1,498	1,366	1,366	131	(127)	258	
Total Business Transformation	1,762	1,816	1,816	1,562	1,562	254	(15)	269	

Revenue Budget	RAG	Comments
Business Change Programme		Savings have been achieved on the Customer Experience Programme in-year. Earmarked Reserve proposed to be set aside to cover anticipated expenditure in 2023/24.
Internal Audit		Minor savings as budget for unexpected / unplanned audit work not called upon during 2022/23.
Information Comms Technology		Staffing vacancies have more than offset costs arising from the agreed pay award. Expenditure accrued on Business Transformation projects will be funded via Earmarked Reserve for that purpose. Savings made on ICT contracts, mobile phone contracts and staffing vacancies within ICT will contribute towards the Council's General Fund in-year.



2022/23: Provisional Outturn – Community Services

	Annual Budget	Revised Budget	Year to Date Budget	Actual	Provisional Outturn	Forecast Variance	Impact on ER	Impact on GF	RAG
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Facilities	860	860	860	1,016	1,016	(156)	(8)	(148)	
Bereavement	(78)	(78)	(78)	(50)	(50)	(28)	(30)	2	
Emergency Planning	40	40	40	40	40	0	0	0	
Leisure Services (Operations)	524	524	524	707	707	(183)	(12)	(171)	
Recycling	(251)	(251)	(251)	(412)	(412)	161	(48)	209	
Street Scene	1,125	1,125	1,125	1,154	1,154	(29)	(44)	15	
Assistant Director	90	90	90	89	89	1	0	1	
Waste Collection	2,545	2,520	2,520	2,749	2,750	(230)	(171)	(59)	
Total Community Services	4,855	4,830	4,830	5,293	5,294	(464)	(313)	(151)	

Revenue Budget	RAG	Comments
Facilities Management		There are a number of adverse variations against this Service, particularly in relation to utility costs. In addition, there are increases to the insurance premium for 2022/23 for the Hub and pressures on the amended specification for the cleaning contract and technical accounting adjustments for depreciation. The latter is offset corporately so no net impact on the General Fund. There are also pressures in relation to the agreed pay award for Council employed staff for 2022/23 funded via Earmarked Reserve. Increased room hire income and some savings against business rates have offered some mitigation against these pressures.
Bereavement		Cemetery and pre-purchase income exceeded budgetary targets. One off expenditure incurred on drainage work at Strawberry Lane cemetery offset by Earmarked Reserve set aside for this purpose.
Emergency Planning		No variations to report

Leisure Operations		<p>Significant pressures identified within Leisure Services with most significant elements listed below.</p> <p>Memberships have continued to recover well post pandemic against the budget and only showed an adverse variation of £9k. However, other areas of income have reduced where activities are now included within the Membership package such as the Energise income £22k.</p> <p>Greater income losses have been incurred against classes, in particular swimming where, exacerbated by closures, income was below budget by £237k. This was largely due to a loss of Swim Academy income during the refurbishment pool closures of £196k and pool air handling repairs closure loss of income £18k</p> <p>Other income areas, such as Energise, instruction and vending machine income across the centres also showed a deficit against budget of £33k.</p> <p>Above inflation pay increases (funded via Earmarked Reserve) added £86k to the costs but these were offset by savings of £34k due to vacancies and a further £12k due to less than anticipated reliance on Agency Staff.</p> <p>Reduced depreciation charges have also provided a benefit to the Service budget of £54k (although offset corporately according to accounting rules).</p> <p>Future maintenance of the Wombourne 3G pitch will be funded through an Earmarked Reserve (sink fund) for which revenue contributions are made each year from the General Fund</p> <p>The Service also benefitted from an in-year legacy of £60k which has been set aside as an Earmarked Reserve for future use at Baggeridge in accordance with the terms of the will.</p>
Recycling		<p>There are three significant variations within recycling. The service has benefitted from price increases in the sale of recycle materials to Biffa which generated a £213k surplus against the budgeted target. In addition to net savings of £54k on the Mixed Recycling Facility (MRF) contract, these benefits offset the costs of pressures incurred through reduced volumes of dry recycling credits, the latter being £87k short of budgetary target. Overall, alongside other minor variations a net benefit of £211k to the General Fund has been achieved.</p>
Street Scene		<p>Majority of Street Scene pressure relates to the costs of the 2022/23 pay award (£45k) which can be funded via the Pay and Inflation Earmarked Reserve. Unfunded costs impacting on the General Fund include £5k for additional fleet insurance premiums, £19k for cameras, trackers and new livery for new vehicles (partly offset through sales of old vehicles) and £6k being the net costs of additional utility bills. These pressures have been mitigated by additional Grounds Maintenance and Tree Work yielding £5k, staffing saving of £9k through vacancies and a saving against the budget for Street Naming of £4k. Alongside other minor variations, the net pressure on the General Fund is £15k.</p>
Assistant Director		No significant variations to report
Waste Collection		<p>Significant inflationary costs of the Biffa contract of around £184k (which can be funded via the Earmarked Reserve for Inflation. Other (non-inflation) adverse variations include some variable costs associated with the Biffa</p>

		contract (including rebates for damaged bins for example) and a £25k income shortfall against budget for green waste subscriptions which will impact on the General Fund.
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2022/23: Provisional Outturn – Partnership Services

	Annual Budget	Revised Budget	Year to Date Budget	Actuals	Provisional Outturn	Provisional Variance	Impact on ER	Impact on GF	RAG
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Pay and Pensions Adjustments	137	137	137	182	182	(45)	20	(65)	
Elections & Performance	175	175	175	185	185	(10)	(1)	(9)	
Commercial Accommodation	(460)	(460)	(460)	(569)	(569)	109	6	103	
Economic Development	167	167	167	(39)	(39)	206	176	30	
Corporate Leadership Team	610	610	610	609	609	1	0	1	
Estates & Assets	(1,539)	(1,539)	(1,539)	(1,391)	(1,391)	(148)	59	(207)	
Miscellaneous Corporate	961	961	961	1,169	1,169	(208)	79	(287)	
Finance Team	554	554	554	551	551	3	(28)	31	
Human Resources	406	406	406	430	430	(24)	(40)	16	
Legal Services	130	130	130	131	131	(1)	(27)	26	
Member Support	576	576	576	555	555	21	(1)	22	
Policy & Partnership	409	404	404	404	404	0	(31)	31	
Total Corporate	2,126	2,121	2,121	2,217	2,217	(96)	212	(308)	

Revenue Budget	RAG	Commentary
Pay and Pensions adjustments		Net of some minor, miscellaneous savings, the decision to write off a number of historic debts owed to the Council yet considered irrecoverable is the primary reason for the draw on the General Fund. A receipt of £20k in relation to Commercial Opportunities Seed Funding will be placed in an Earmarked Reserve to be applied as required.
Elections and Performance		Minor overspend incurred in consultancy support and miscellaneous costs in the prelude to the 2023 District Elections.
Commercial Accommodation		Additional commercial rents at Community Hub since budget was set. In particular Staffordshire Police have contributed to income in excess of target and rental income from period of Three Hammers hosing the café.
Corporate Leadership		No significant variations to report
Economic Development		Staffing vacancies have led to a small benefit against this budget head.
Finance Team		Pressures relate to EFin system upgrade (funded via Earmarked Reserve and the impact of assumed 2022/23 pay award which is also funded via specific Earmarked Reserve). Other minor variations allow for a small surplus to be applied to the General Fund.
Estates and Assets		There are currently two long term empty units at Four Ashes and Element Court respectively incurring costs of approx. £58k. Additional revenue costs relating to the development at Wombourne £118k (finders fees, business rates, utility & water recharges). These have been partly offset by improved occupancy on other sites especially 4E (fire damaged site) where a temporary tenant is in place.
Miscellaneous Corporate		Majority of the reported variation (with General Fund impact) represents the Corporate Vacancy adjustment of £242k. This pressure is being offset by reported staffing vacancies across organization and other minor variations which have been added to Earmarked Reserves for future application including savings against the budget for insurance claims below excess, savings on External Audit costs and New Burdens funding received in-year.
Human Resources		Identified pressure relates to assumed 2022/23 pay award and contract extension for one employee. Both are funded via Earmarked Reserve.
Legal Services		No significant variations impacting on the General Fund. Earmarked Reserve available to fund additional pressures created through the assumed 2022/23 pay award and the costs of an Apprentice post.
Member Support		Staffing vacancies contributing towards minor contribution to General Fund.
Policy and Partnership		Staffing vacancies contributing towards the General Fund. Other variations are either positively contributing to Earmarked Reserves (lottery receipts) or relate to specific localities expenditure which can be funded via Earmarked Reserve.



2022/23: Provisional Outturn – Planning

	Annual Budget	Revised Budget	Year to Date Budget	Actual	Provisional Outturn	Provisional Variance	Impact on ER	Impact on GF	RAG
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Building Control & Land Charge	24	24	24	14	14	10	0	10	
Planning Enforcement	174	174	174	190	190	(16)	(16)	(0)	
Planning Services	584	584	584	468	468	116	(132)	248	
Parking Enforcement	0	0	0	(1)	(1)	1	0	1	
Strategic Housing	0	0	0	0	0	0	0	0	
Assistant Director	89	89	89	89	89	0	0	0	
Total Planning	871	871	871	760	760	111	(148)	259	

Building Control & Land Charge		No significant variations to report
Planning Enforcement		No significant variations to report. Salary pressures emerging due to assumed 2022/23 pay award which can be funded via the pay and price inflation Earmarked Reserve. No variation to report against the General Fund.
Planning Services		Additional income raised through significant additional planning applications arising through West Midlands Interchange and extension of staffing contract with Lichfield DC which will materially benefit the General Fund. Identified Earmarked Reserves will be applied to meet the costs of other expenditures coded against this service area (including Climate Change project and Tree work).
Parking Enforcement		No significant variations to report. Small benefit of income from parking fines imposed.

Strategic Housing		No significant variations to report
Assistant Director		No significant variations to report



2022/23: Quarter 3 – Regulatory Services

	Annual Budget	Revised Budget	Year to Date Budget	Actual	Forecast Outturn	Forecast Variance	Impact on ER	Impact on GF	RAG
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Community Safety	31	31	31	14	14	17	5	12	
Environmental Health	461	461	461	530	530	(69)	(125)	56	
Total Regulatory	492	492	492	544	544	(52)	(120)	68	

Revenue Budget	RAG	
Community Safety		No significant variations to report.
Environmental Health		A significant element of additional spend refers to costs incurred on Covid Track and Trace salary payments. These will be fully funded through Earmarked Reserves set aside for this purpose – and any savings through vacancies will be applied to a Track and Trace reserve for future years. Costs of assumed 2022/23 pay award are intended to be funded via the Earmarked Reserve for Pay and Price inflation. In addition, there are a number of miscellaneous, positive variations against several budget heads. It is similarly intended that an Earmarked reserve is approved to enable anticipated future year expenditures for the EDMS/IDOX upgrade to be funded.



2022/23: Provisional Outturn– Welfare Services

	Original Budget	Revised Budget	Year to Date Budget	Actual	Forecast Outturn	Forecast Variance	Impact on ER	Impact on GF	RAG
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Customer Services	539	515	515	619	619	(104)	(90)	(14)	Yellow
Homelessness & Welfare Support	0	0	0	(46)	(46)	46	46	0	Green
Housing Operations	119	119	119	193	193	(74)	(69)	(5)	Yellow
Revenues	270	270	270	35	35	235	165	70	Green
Benefits	115	115	115	448	448	(333)	(149)	(184)	Red
Assistant Director	90	90	90	89	89	1	0	1	Green
Total Welfare Services	1,133	1,109	1,109	1,338	1,338	(229)	(97)	(132)	Red

Revenue Budget	RAG	Commentary
Customer Services	Yellow	Pressures on salaries due to additional staffing required for Blue Bag roll out, Chargeable Green Waste renewal, and Meet & Greet (Welcome Host). It is proposed that the majority of this variation will be funded through Earmarked Reserves.
Homelessness & Welfare Support	Green	No major variation to report.
Housing Operations	Yellow	The Homelessness Grant which is a 'ring-fenced' Earmarked Reserve will cover the majority of identified pressures. Additional spend incurred on Housing Plus temporary accommodation funded via General Fund.
Revenues	Green	Receipt of New Burdens Grant and increased court income have contributed to positive variation. These have been partially offset by Agency Costs (funded by NBG), the costs of engaging Inform CPI (with associated benefits for the Collection Fund) and some increase in print costs. The balance of unutilised NBG applied to Earmarked Reserve to cover future anticipated pressures in this area.

Benefits		Increased cost of Agency staff to cover vacancies, on-going pressures and one-off project work being covered by Earmarked Reserve and in-year DWP grants. The remainder of the adverse variation has arisen from underachieved budget for the recovery of Housing Benefit overpayments (of £54k) and a £47k difference between Housing Benefits actually paid and eligible subsidy received.
Assistant Director		No major variation to report.



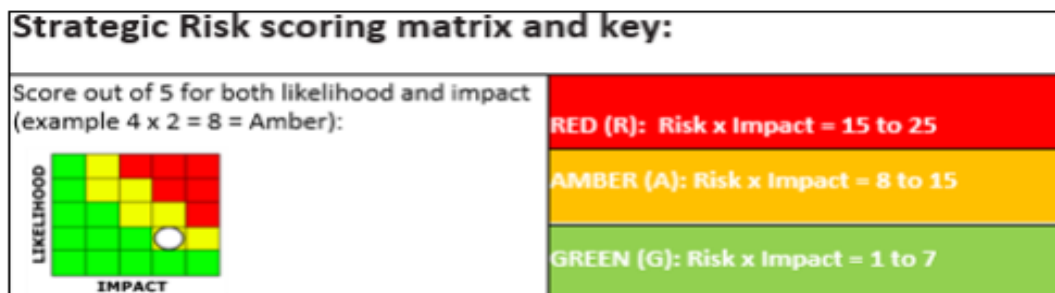
2022/23: Provisional Outturn - Capital

Capital Scheme	22/23 Budget £'000	Spend to date £'000	Provisional Outturn £'000	Provisional Slippage £'000	Commentary	RAG
Commercial Asset Strategy	12,281	2,953	2,953	9,328	<p>Budget includes</p> <ul style="list-style-type: none"> Wombourne Enterprise Park development Restoration of Unit 4E Four Ashes following fire damage (funded via insurance claim) Capital receipt to be set aside for future viable purchase(s) if business case justifies. This element is likely to be slipped into 2023/24 <p>Some delay at Wombourne Enterprise Park caused by key contractor entering administration.</p>	
Leisure Centre Upgrades	3,096	1,947	1,947	1,149	<p>Joint user agreements (inclusive of the investment programme) are currently awaiting approval from County Council colleagues in relation to Codsall Leisure Centre. Alliance Leisure and their contractors have commenced work at Cheslyn Hay and Wombourne Leisure Centre. Refurbishment at Penkridge is complete. Confirmation has been received that Leisure Centre capital works will not adversely impact upon Council's partial exemption for VAT purposes.</p>	

Baggeridge	120	120	120	0	Work to facilitate improved road access now complete	
I-Trent Upgrades	20	0	0	20	Further to appraisal of alternatives to the Council time and attendance system monies will not be applied to the original intended purpose of this budget. A time and attendance system is still required for Leisure Centre staff however for which this budget can be applied subject to Member approval.	
Business Transformation	92	32	32	60	Budget to facilitate the replacement of workstations and peripheral equipment on a rolling basis. On track.	
Disabled Facilities Grant	1,860	1,049	1,049	811	Better Care Fund allocations to fund necessary adaptations. Prior year accruals are reason for negative year to date expenditure. This is the final year of the existing contract with the current service providers, Millbrook. Funding for any backlog in completing approved work can be applied to the new contract.	
Street Scene Fleet	384	133	133	251	The budget for Street Scene fleet capital has been split to recognise the principal value of seven leased vehicles (caged tippers and tippers). Four new mowers have been purchased outright.	
Social Housing Grant	127	0	0	127	South Staffordshire Council contribution to South Staffordshire Warmer Homes project.	
Electric Car Charging Points	95	95	95	0	Project included installation of carports, solar panels and a battery storage system. Now fully complete.	
Refuse Vehicles New Contract	3,046	0	0	3,046	As part of the extension of the existing contract, a new fleet of vehicles is being hired by the service provider to include 'split back' recycling vehicles to facilitate the dual stream collection	
Waste Bins New Contract	877	77	77	800	As part of the dual stream collection methodology, reusable bags are being purchased to separately collect fibre products.	
Total	21,998	6,406	6,406	15,592		



STRATEGIC RISK



Theme/short name	Risk description	Cause	Impact	Likelihood (input 1-5)	Impact (input 1-5)	Q4 22/23 RAG (Automated)	Mitigation/internal control Q4.
The focus of our resources is not planned or prioritised effectively.	Resources are not organised effectively to deliver against the Council's priorities.	Workforce development does not meet priorities and challenges	Services not provided at the correct level and standard	1	4	4	<p>Resource Planning and Prioritisation (RPP) is in place to prioritise and focus on available resources. Risks continued to be monitored at a strategic level through regular check of key issues and priorities, weekly ELT meetings allow a continuous and dynamic check of these issues. If issues escalate appropriate teams are engaged to find solutions.</p> <p>The wider leadership team have plans in place to ensure that resources can be directed to areas of need in emergencies. Integrated reporting in place covering finance, performance, and risk. Ongoing communication with staff groups (Wider ELT, Team meetings). Staff surveys undertaken.</p>
		Failure to recruit and/or retain	Residents' needs not met				

		Workforce planning and succession planning are not in place	<p>Competing priorities are not managed</p> <p>Failure to recruit/retain business critical posts which will impact on service delivery</p>			<p>The Council's Workforce Development Strategy reflects current local and national drivers that are influencing our workforce development challenges and priorities.</p> <p>The new strategy sets out three broad areas of focus</p> <ul style="list-style-type: none"> • Values based leadership • Attracting and retaining the best talent • Continuing our ways of working journey <p>The strategy has been informed by external industry data and consultation with our services and workforce to ensure it includes a range of short- and longer-term measures to ensure the Council has appropriate recruitment pipelines, skills development/training plans, succession plans, employer of choice strategies, employee reward/benefit packages and strong partnership plans with recruitment bodies, education providers, schools, and businesses. We have launched a range of new recruitment incentive pilots, a recruitment and onboarding system</p> <p>Our workforce development plans will continue to support and maximise our ways of working combining technology, virtual working, and the Community Hub. However further continuing professional development will also strengthen our arrangements around being a learning organisation, being data led and community engagement to build on our Locality + Model.</p> <p>Employment trends data profiling our workforce is regularly produced and used to inform workforce planning, RPP and succession planning.</p>
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							<p>We have an established apprenticeship scheme and there are currently 12 apprentices studying a levy approved qualification. We are working in partnership with South Staffordshire College to support our apprentice scheme and we are also collaborating with local schools to promote the Council as an employer of choice</p> <p>We are working with West Midland Employers and have participated in the new local government regional career guide for job seekers.</p> <p>We continue to offer our annual talent management programme ASPIRE which has so far delivered strong outcomes where 1/3 delegates have gone on to progress their development whether that be educational achievement or career advancement. Our 2023 ASPIRE programme is currently being delivered to continue the development of our staff.</p>
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Theme/short name	Risk description	Cause	Impact	Likelihood (input 1-5)	Impact (input 1-5)	Q4 22/23 RAG (Automated)	Mitigation/internal control Q4.
Budget pressures, increased income volatility and uncertainty as to the future of local government finance.	<p>The budget, the MTFS and the financial stability of the Council is severely impacted by reductions and/or changes in the way in which local government is financed.</p> <p>Indications are at this stage that the Fair Funding Review will redistribute funding away from District Councils to councils with Adult, Social Care and</p>	<p>Impact of major national and/or international factors on income streams and finances (e.g., recession, inflation, Brexit.</p> <p>Uncertainty re future of LG financial framework</p> <p>Costs passed on by other public authorities</p> <p>The fair funding review and funding baseline reset (both of which have been delayed) could</p>	<p>The Council's projected financial position is worse than anticipated.</p> <p>Our financial position becomes unsustainable</p> <p>The Council's reserves position becomes inadequate</p> <p>Residents' needs not met</p> <p>Services levels and / or quality are reduced</p>	2	4	8	<p>The authority has in place a transformation programme which has delivered significant savings to date.</p> <p>The 22/23 Budget and MTFS models general fund balances remaining above minimum levels for 4 years. Earmarked reserves increased to mitigate collection rate risks also.</p> <p>The Council is part of the Staffordshire and Stoke-on-Trent business rates pool which mitigate some of the financial risk associated with appeals and revaluations.</p> <p>Capital Strategy and Commercial Asset Strategy in place, supported by due diligence which balances risk/reward.</p> <p>Resource Planning and Prioritisation in place to focus available resources and integrated reporting in place which considers Finance, performance, and risk.</p> <p>The wider leadership team are looking to ensure that impacts from the Environment Bill and Waste pressures can be identified and mitigated as the implications become clear. Taking stock of finances to take place at each quarter. Income receipt at Hilton Cross to provide opportunity for investment.</p>

	Children's duties	significantly impact on the Council's finances. Collection rates (council tax, business rates, sundry debt, rental incomes) reduce as a result of an economic downturn.					
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Theme/Short name	Risk description	Cause	Impact	Likelihood (input 1-5)	Impact (input 1-5)	Q4 22/23 RAG (Automated)	Mitigation/Internal control Q4.
Failure to deliver against the change, transformation, efficiency and savings agenda.	Plans to deliver further Efficiencies and Income and associated change programmes, transformation plans, commercial targets	Workforce not equipped/lack of capacity. Project management failures. Digital shift fails to reduce cost base.	Savings not achieved Resident, Community and Business needs not met Project timetables	2	3	6	Transformation Programme in place focussed on digital, flexible working and IT infrastructure. Resource Planning and Prioritisation process in place to identify savings and efficiency opportunities. Commercial Asset Strategy in place supported by robust due diligence arrangements to balance risk and reward. Workforce development strategy and programme in place. Work ongoing with the County and parishes to develop options for stronger three tier working.

	and/or other large projects are not delivered.	<p>Inflexible work arrangements.</p> <p>Over optimistic projections within business cases</p> <p>Assets Strategy is not delivered / costs are higher than anticipated / income is lower than anticipated</p>	<p>not achieved</p> <p>Outcomes not delivered</p> <p>Poor staff morale</p> <p>Our financial position becomes unsustainable</p> <p>The Council's reserves position becomes inadequate</p>				<p>The next phase of digital transformation focusses on transforming the customer experience, enhancing customer journeys and refining and improving council processes to reflect efficient and effective service delivery. Intuitive online forms and informative website content will support digital customer journeys.</p>
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Theme/Short name	Risk description	Cause	Impact	Likelihood (input 1-5)	Impact (input 1-5)	Q4 22/23 RAG (Automated)	Mitigation/Internal Control Q4.
Cyber security attack	Cyber Security – risk of cyber security attack and	Failure to maintain a high level of cyber security	May result in theft or loss of confidential data	3	5	15	In recognition of the success of agile working (but also the additional associated risk) investment has been made (from earmarked reserves) into an additional data security and compliance package from the Council's software suppliers. This is part of the second

	ransomware type attacks	<p>(technology, processes and awareness) throughout the Council</p> <p>Ways of working</p> <p>Phishing attacks, scam emails and texts pretending to provide information from authorities re Covid 19</p> <p>Increased use of Home Wi-Fi networks / connected devices and more staff registering with cloud service providers.</p>	<p>May lead to denial of service and inability to access key systems for some time both for the Council, its partners and its communities. In turn may lead to financial penalties, reputational damage and a loss in public confidence</p> <p>May lead to loss of all digital services for weeks (specialist resources from the National Cyber Security Centre unlikely to be available).</p> <p>Home working severely disrupted</p> <p>Software suppliers' security compromised</p>			<p>phase of the Agile Working Project which is focused on the:</p> <ul style="list-style-type: none"> • classification and labelling of council documents and emails • effective threat management and defensive mechanisms (layered to protect valuable data and information through "Defence in Depth") • creation of a "zero-trust architecture" to ensure that data and access across our technology environment remain secure. <p>Clear policies on ICT security. Enforcing of policies on ICT security including implementing latest software updates/virus protection and firewalls. Staff training and communications are also being issued frequently to maintain and increase awareness.</p> <p>Council has in place specialist insurance to cover the impact in the unlikely event that an attack does succeed.</p> <p>Positive Internal Audit reports on Cyber Security, Agile & Mobile arrangements, and Office 365 have both provided positive assurance of the controls in place.</p> <p>Monitor national and regional notification/alerting mechanisms for new cyber scams and attacks.</p> <p>Council data backed-up to the Cloud using 'write once, read many times' approach to facilitate complete recovery of the Council's data following a potential successful Ransomware attack.</p>
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		Supply chain attacks bypassing traditional cyber security defences	facilitating the distribution and installation of dormant viruses as part of regular software maintenance update cycles				<p>Divergence of hosting arrangements (on-premise and Cloud) for council business applications reduces the impact of a successful cyber-attack on council services. Digital communication channels, website, telephony, social media, contact centre all Cloud hosted by different providers and accessible by staff and the public in the event of a cyber-attack to the Council's network.</p> <p>Provision of Disaster Recovery as a Service (DRaaS) during 2023/2024 will provide further resilience for business applications and council services from a cyber-attack.</p>
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Theme/short name	Risk description	Cause	Impact	Likelihood (input 1-5)	Impact (input 1-5)	Q4 22/23 RAG (Automated)	Mitigation/Internal Control Q4.
Partner volatility	Partner volatility results in service delivery failure	<p>Financial failure/pressures on key partner</p> <p>National / International economic factors (including Covid 19 pandemic outbreak)</p>	<p>Negative impact on service provision</p> <p>Failure to meet legal duties</p> <p>Residents needs not met</p> <p>Risk of reputational and legal liability to the Council</p>	3	4	12	<p>The Extended Leadership Team meets regularly. Business and Service delivery (including key partner contracts) are standing agenda items.</p> <p>Monitoring of delivery of existing contracts in place.</p> <p>Appropriate financial due diligence takes place in entering long term contracts for key service delivery.</p> <p>Effective Business Continuity Plans are regularly updated and reviewed.</p>

Theme/short name	Risk description	Cause	Impact	Likelihood (input 1-5)	Impact (input 1-5)	Q4 22/23 RAG (Automated)	Mitigation/Internal Control Q4.
Information Governance Failure	Failure to comply with Information Governance requirements – in particular Data Protection	Failing to put in place appropriate policies, procedures and technologies to ensure that the handling and protection of its data is undertaken in compliance with the General Data Protection Regulations	<p>May result in regulatory action including financial penalties</p> <p>May also lead to reputational damage and the loss of confidential information</p> <p>May also lead to legal liabilities as result of breaches</p>	2	4	8	<p>Data protection policy reviewed and refreshed and notified to all staff. Members oversight of this by Standards and Resources Committee</p> <p>Information Governance audit undertaken giving substantial assurance rating.</p> <p>A rolling programme of mandatory training for all staff is in place with focused training on key areas of risk including development management, customer services and management of Revenues and Benefits.</p> <p>Training for all elected members taking place post May 2023 elections, with refreshed training for staff also taking place.</p>

Theme/short name	Risk description	Cause	Impact	Likelihood (input 1-5)	Impact (input 1-5)	Q4 22/23 RAG (Automated)	Mitigation/Internal Control Q4.
Planning	Unsustainable development taking place contrary to existing Core	Lack of a 5 Year Housing Land Supply – harder to establish a 5YR HLS as a	Unsustainable and unplanned development	2	4	8	The Council's Core Strategy was adopted in 2012. Adoption of Site Allocations Document took place in September 2018 to deliver on the Core Strategy and set out where development takes place. Work on the Local Plan Review, to replace SAD is well underway

	<p>Strategy - development being driven by opportunity (as a result of National Policy) rather than being planned.</p> <p>Failing to meet Government targets on quality/speed of planning decisions</p>	<p>result of National Planning Policy Framework changes and National planning policy practice guidance. In turn this leads to a “tilted balance” for non-Green Belt applications, meaning that objections must significantly and demonstrably outweigh the benefits.</p> <p>National Policy drivers including demand for National Infrastructure – including National Policy Statement on Networks</p> <p>Not having an up-to-date Local</p>	<p>Development taking place in the wrong place</p> <p>Lack of suitable infrastructure</p> <p>Risk of designation by</p>				<p>Work undertaken has resulted in confirmation that the Council has a 5-year housing land supply.</p> <p>Review of the Local Plan reached the final stage with the Regulation 19 Submission Plan being agreed by Members for consultation in Nov/Dec 22 and for it to be submitted to the government for examination in 2023.</p> <p>Work remains ongoing to review the representations received to the consultation, however the national planning reforms that were subject to national consultation in Dec 22 -March 23 provide a level of uncertainty for submission/the next stage of plan production, which carries risk. This is being mitigated by the approach taken with member engagement, in order to ensure the plan can progress quickly once clarity on reforms is understood. The Government has made clear that they expect Local Authorities to progress plans and will intervene where necessary. The team have met with the Planning Advisory Service who have confirmed that progress is being made and are supportive of the approach taken.</p> <p>Members have continued to be engaged in the process through with external speakers/experts being engaged in the process to support plan production.</p> <p>Discussions with key partners and Parishes and attendance of meetings with partners to maintain progress and dialogue on timetable.</p>
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		<p>Plan in place – as National policy has changed the current plan is no longer designated as up to date</p> <p>NPPF consultation on the future of Planning provides some challenges for the future planning strategy and the potential to interrupt the current timetable for the production of the plan along with unintended consequences for spatial development in the district.</p>	<p>Government which leads to applications being made directly to the Planning Inspectorate with loss of control and loss of fee income</p> <p>Loss of quality of environment across the district</p>				<p>Utilising digital methods to deliver engagement methods.</p> <p>The Local Plan Review is supported by an infrastructure delivery plan ensuring that any development has the right infrastructure in place.</p> <p>Quality and speed targets set by Government are regularly reviewed and monitored including through the Council's Performance Management Framework – work is underway through the transformation team to improve the processes and procedures within the planning team.</p>
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Theme/short name	Risk description	Cause	Impact	Likelihood (input 1-5)	Impact (input 1-5)	Q4 22/23 RAG (Automated)	Mitigation/Internal Control Q4.
Our communities do not become more prosperous and vibrant	The Covid 19 pandemic outbreak results in poor outcomes for our residents and our businesses	<p>Covid 19 pandemic outbreak (uncontrollable)</p> <p>Lack of capacity, resources and or agility/flexibility results in core council services not being delivered</p> <p>Internal business processes (including those relating to transactions)</p>	<p>Council performance and core service delivery is not effective</p> <p>Poor health and well-being outcomes for residents</p> <p>Economic opportunities for our residents are reduced</p> <p>Businesses do not receive the support they need</p>	2	3	6	<p>The Extended Leadership Team is meeting weekly. Standing agenda items include a focus on Community, business, service delivery and communications.</p> <p>Council has published the economic recovery ten-point plan and launched a business place partnership.</p> <p>Business Place Partnership ensures businesses engage and can capitalise on the Council's connections to partners through our open door.</p>

		which support residents and businesses) are not adapted to meet need					
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SOUTH STAFFORDSHIRE COUNCIL**COUNCIL – 5 SEPTEMBER 2023****REPORT OF THE PERSONAL DEVELOPMENT REVIEW & APPOINTMENTS PANEL****SENIOR PAY REVIEW****PART A – SUMMARY REPORT****1. SUMMARY OF PROPOSALS**

- 1.1 On 14 September 2021, Council approved a two-yearly review of senior manager pay.
- 1.2 This report sets out the recommendations of the Personal Development Review and Appointments Panel who met on 28 July 2023 to consider an external independent report to inform the 2023 senior pay review.

2. SUMMARY IMPACT ASSESSMENT

POLICY/COMMUNITY IMPACT	Do these proposals contribute to specific Council Plan objectives?	
	Yes	Flexible and skilled Council.
	Has an Equality Impact Assessment (EqIA) been completed?	
	No	Covered within established policy.
SCRUTINY POWERS	N/A	
KEY DECISION	No	
TARGET DATE	Yes	5 September 2023
FINANCIAL IMPACT	Yes	This is set out in para 4.1.
LEGAL ISSUES	Yes	¹ JNC pay decisions are reserved to Personal Development Review & Appointments Panel (PDR&AP). If the decision relates to Corporate Leadership Team (CLT) the decision is reserved to Council based on the recommendation of the PDR&AP.
OTHER IMPACTS, RISKS & OPPORTUNITIES	Yes	Maintaining market pay for posts is essential in mitigating recruitment, retention, and service delivery risks.
IMPACT ON SPECIFIC WARDS	No	

PART B – ADDITIONAL INFORMATION

¹ JNC posts - The Joint Negotiating Committee (JNC) for Chief Officers of Local Authorities is the national negotiating body for the pay and conditions of service of Chief Executives and Chief Officers in England and Wales.

3. BACKGROUND

- 3.1 Periodic reviews for posts on JNC conditions are recommended to ensure salary levels are in line with market rates. JNC posts include the post of Chief Executive, Corporate Director, Director, and Assistant Director posts.
- 3.2 The last pay review took place during 2020/21. A report was considered by Personal Development Review and Appointments Panel on 29 May 2021 and approved by Council on 14 September 2021 where a salary increase was approved for the post of Chief Executive. No salary increase was recommended for the Corporate Director, Director ², or Assistant Director posts.

Scope

- 3.3 This year's pay review applies to all JNC posts except the Chief Executive at his request.
- 3.4 Quotations were sought from suitable providers and Westwood Harris Burns was appointed to undertake the pay review and provide an independent report and set of recommendations to the Council's Personal Development Review and Appointments Panel. The brief provided to Westwood Harris Burns is below.

Brief and Methodology

- 3.5 It is important to emphasise that every Council is different in relation to management structures and service delivery complexity. However, the scope proposed that District and Borough Councils in the Staffordshire area was appropriate as a benchmark group because market conditions were directly comparable. Where possible the review has taken account of the following points.
- Eliminate (where known) any factors that could skew the results e.g., allowances and election fees. These have been excluded from the data set where identified.
 - Remove the risk of inconsistency in the data by considering the date of reporting salary information and whether pay awards are included/excluded in the data.
 - Observe South Staffordshire Council's Pay Policy Statement which is to pitch our senior salaries in the middle of the market pay data set.
- 3.6 Westwood Harris Burns collected data from published Statements of Accounts 2021/22 which were the latest version available at the point of data collection. Pay Policy Statements are published at various times throughout the year, and therefore these have only been used as a secondary source to sense check data.

² A shared service allowance was approved for the former Director of Legal and Governance.

- 3.7 As explained in the methodology the pay review has discounted any allowances from the data that has informed the salary comparisons. However, for clarification South Staffordshire Council has a separate car allowance scheme³ for post-holders which is applied to specified posts including JNC. The car allowance is nationally agreed and part of the post-holders' terms and conditions of employment. The Council also pays one professional membership fee for postholders where appropriate.
- 3.8 The full report from Westwood Harris Burns, appendix A is attached to this report.

Findings

- 3.9 Corporate Directors are currently on a spot salary of £89,647. This includes the 2023/24 pay award to Chief Officers, 3.5%, which was nationally agreed on 5 May 2023. The pay analysis supported an increase to the salary of Corporate Director posts and confirmed that the middle of the salary data set was around £99,000 (including the recent pay awards). The report proposed this is a top of scale figure and recommended a salary range.
- 3.10 It is recommended that Corporate Directors will be paid on a spot point of £97,012 but the Chief Executive will have the discretion to award an additional two points (£98,012, £99,012). This will apply if a Corporate Director undertakes additional responsibilities. (The payment will be an honorarium if the duties are temporary but if the duties are a permanent change to the job description the payment will take the form of an accelerated increment/s). Other circumstances where this discretion may be exercised will be to meet the demands of the recruitment market.
- 3.11 There are no direct comparable structures in the same data set for the Director of Finance post however both the independent report from Westwood Harris Burns and the Council's recruitment partner Penna concurs that circa £90,000 is appropriate for the role and current market pay conditions based on their experience of the market.
- 3.12 The salary range for the Assistant Directors is £68,252 to £70,411. This includes the 2023/24 pay award to Chief Officers, 3.5% which was nationally agreed on 5 May 2023. The pay analysis concluded that £70,411, the top of the Assistant Director pay scale is lower than the average pay for this tier of posts across Staffordshire District and Borough Councils and recommended a top of scale figure of £72,226. The report also recommended that the salary scale is adjusted to accommodate this.
- 3.13 Personal Development Review and Appointments Panel have therefore determined that with effect from 14 September 2023 the salary range for Assistant Directors will be a 5-point scale e.g., 1. £64,966, 2. £66,781, 3. £68,596, 4. £70,411, 5. £72,226.

³ https://www.sstaffs.gov.uk/sites/default/files/2023-03/njc_car_allowance_0.pdf

- 3.14 Existing Assistant Directors will assimilate to point 5 as they are already at the top of their scale. However, this broader salary range provides a better career grade which will help the Council with succession planning. Again, the Chief Executive will determine the placement on the above pay scale for new post-holders.
- 3.15 The report from Westwood Harris Burns confirms recent pay policies indicate an uplift in senior salaries driven by structural changes and the challenging operating environment. The post of Chief Executive was also outside of the scope of this review. In view of this, the author of the pay review report recommended consideration be given to the timing of the next review. The next review will take place in two years' time. However, if there are significant changes in the CEO salary market Personal Development Review and Appointments Panel will be advised and provided with the option of considering an earlier report.
- 3.16 It should be noted that other aspects of the Council's pay structure are being reviewed to assess market rates for other posts in known hard to recruit areas including where we are already paying a market supplement. It is important that we continue to have strong workforce plans to future proof ourselves against the risk of losing key staff in a challenging recruitment market.

4. FINANCIAL IMPLICATIONS

- 4.1 The proposed increase to the Corporate Directors salary will be approximately £28,095. The increase to the Assistant Directors salary will be approximately £12,705. The total amount is £55,080⁴. All financial implications arising from this report can be met within the MTFS budgetary provision agreed by Members in February 2023.

5. CONSULTATION

- 5.1 NA.

6. POLICY CONSIDERATIONS

- 6.1 Pay decisions for JNC posts are reserved to Personal Development Review and Appointments Panel. If the decision relates to Corporate Leadership Team, the decision is reserved to Council based on the recommendation of the Panel.
- 6.2 Subject to Council's agreement the Council's Monitoring Officer will make any necessary staffing changes to the constitution arising from this report and the

⁴ Based on top of the grade and including oncosts.

Assistant Director Organisation and People Development will make any necessary amendments to the Council's Pay Policy Statement.

- 6.3 It should be noted the proposals are not contrary to the existing Pay Policy but if the recommendations are approved Section 14 of the Pay Policy Statement – Senior Pay, will need to be updated to reflect the new salary bands for the Corporate Director and Assistant Director posts. Once approved the Pay Policy Statement will also be published on the Councils website.

7. IMPACT ASSESSMENT – ADDITIONAL INFORMATION

- 7.1 N/A.

8. BACKGROUND PAPERS

- 8.1 N/A

9. APPENDICES

- 9.1 Appendix A – Pay Review Report from Westwood Harris Burns.

10. RECOMMENDATIONS

- 10.1 That Council is asked to note the independent senior pay review findings and approve a new pay scale of £97,012 - £99,012 for Corporate Director pay, noting the progression criteria set out in para 3.10, with effect from 14 September 2023.
- 10.2 Provide authorisation to the Council's Monitoring Officer to make any necessary staffing changes to the Constitution arising from this report.
- 10.3 Provide authorisation to the Assistant Director Organisation & People Development to make any necessary amendments to the Council's Pay Policy Statement arising from this report.

Report prepared by: Councillor Roger Lees, Leader, and Chairman of the Personal Development Review & Appointments Panel.

Review of pay and grading for Corporate and Extended Leadership Team

For



**South Staffordshire
Council**

Prepared by:

Heather Clarke

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June 2023

EXECUTIVE SUMMARY

This report has been commissioned by South Staffordshire Council to review market pay data for the Council's senior posts.

The report is an accurate review of Corporate and Assistant Director salaries from comparable District Councils and provides a strong and relevant data set.

Harris Burns undertook a similar exercise for CEO salaries in 2021 and reviewed the data sets of different comparison groups and it was determined that District Councils in the Staffordshire area provided an accurate market pay benchmark area. The Council has specified the same benchmark area for this exercise.

It should be noted that every Council is different in relation to service delivery, shared service arrangements and management structures. The data is a guide and a sense check for salaries of senior managers in local government within the local area.

The recruitment market is challenging and developing at a pace due to a number of external influences and should be factored into decisions.

1. Our Approach

Westwood Harris Burns has collected data from public sources as follows:

- Statement of Accounts 21/22, the latest version available at the time of writing. Published statutory statements should give consistency of data and be directly comparable. Inconsistency in how allowances (car allowances, professional fees and election expenses) are reported by Council's has been noted. Note that the subsequent pay awards need adding to the average; specifically the 2022/23 pay award of £1,925 and the 2023/2024 pay award of 3.5%
- Pay Policy Statements. These are published at various times and cover different financial years and it is not always clarified where pay awards have been included. Where available, the statements have been used to sense check the annual accounts and to check the salary ranges.

The data snapshot period was May 2023 in line with the previous pay review in 2021. This does not include the April 2022 pay award which was not agreed until June 2022.

The data sources are quoted in Appendix 1. To enable larger print format, only key data is included in the report.

Appendix 2 details the April 2022 pay award. Appendix 3 includes the latest pay award announced in May 2023.

The Council's pay policy is to be in the median quartile of comparable organisations.

As there can be some variance in functions and a range of salaries is paid, our methodology is to calculate an average. The calculation is based on whole year salaries divided by the number of posts. Excluded part-year salaries have been highlighted in the notes. The full range is stated for sense check purposes.

Due to the small comparison group, the mid-range has been highlighted vs a true mid-quartile. This average of this is used to make recommendations.

2. Pay Benchmarking

2.1 Corporate Leadership Team

At the time of writing, a spot salary of £89,647 is paid to Corporate Directors. This includes the April 22 and April 23 pay awards. This is lower than the majority of the comparison group who have Corporate Directors in their structure.

Four of the Councils show a pay range in published pay policies. It is noted that the officer in post at Lichfield District Council is newly appointed and on the first point of scale. Each other Corporate Director is at the top of scale with significant time in post.

The variance in the structure and allocation of portfolios amongst senior teams made direct comparison of individual posts immaterial. For instance, the S151 responsibilities are split between Corporate Director and Head of Service level with instances of shared services across councils.

The median quartile methodology excludes outliers. The author considers the Staffordshire Moorlands District Council and High Peak Borough Councils salaries to be overly inflated and not comparable and excluded them when determining the medium point.

	21/22 Statement of Accounts	Number	Notes
Staffordshire Moorlands District Council and High Peak	£120,936	2	2 Exec Directors left during the year.
East Staffordshire Borough Council	£95,536	2	
Newcastle Under Lyme District Council	£95,061	2	
Tamworth Borough Council	£92,417	3	£5319 Head of Paid Service Allowance excluded
Lichfield District Council	£87,000*	1	*Estimated from part year salary to establish level
Cannock Chase District Council	n/a	1	
Stafford Borough Council	n/a	0	Head of Service only

Middle Quartile £93,739
 April 22 Pay Award £1,925
Average £95,664

April 23 Pay award of 3.5% £3,348.24
Recommended Top of Scale £99,012

2.2 Extended Leadership Team

The SSDC salary range for Assistant Directors is £68,252 to £70,411, inclusive of the April 22 and April 23 pay awards.

	21/22 Statement of Accounts	Number	Notes
Stafford Borough Council *1	£74,114	5	Range £64,041 - £85,127
Tamworth Borough Council *2	£73,748	7	Range £69,014 - £80,014
Cannock Chase District Council *3	£69,079	3	Up to £70,579
Lichfield District Council *4	£66,638	4	Range £65,916 - £66,879
Newcastle Under Lyme District Council *5	£63,456	6	Range £57,674 - £72,329
Staffordshire Moorlands District Council *6 and 7	£62,116	5	Range £58,610 - £64,424
East Staffordshire Borough Council *8	n/a		

Middle Quartile	£67,859
Pay award	<u>£1,925</u>
Average	£69,784

April 23 Pay award of 3.5%	<u>£2,442.42</u>
Recommended Top of Scale	<u>£72,226</u>

Notes:

- *1 Stafford Borough Council and Cannock Chase District Council operate several shared services operating across both councils
- *2 Tamworth Borough Council had one Head of Service left mid-year.
- *3 Cannock Chase District Council had an Interim Head of Finance and Interim Head of Environment who worked part years. Salaries were stated at £57,441 and £51,372 respectively. Whole year equivalents were not stated. Heads of Services receive a broadband allowance of £1500 that has been deducted from these figures. The Head of Governance appears to receive election fees or a separate allowance that has been excluded
- *4 Lichfield District Council restructured meaning 5 posts transferred, left or started during the period of accounting. Note that the pay policy states they introduced a new band of £72,063 to £79,290 in summer 2022.
- *5 Newcastle Under Lyme Borough Council had three posts that changed during the year with part-year salaries.
- *6 Staffordshire Moorlands District Council and High Peak Borough Council work together as a strategic alliance and the workforce is shared. High Peak in Derbyshire and outside of our scope but we double checked the ELT salaries which are within the range of the SMDC salaries.
- *7 Staffordshire Moorlands District Council had two leavers during the year. They provide lease car payments and are currently reviewing salaries
- *8 East Staffordshire Borough Council had a change in the Borough Solicitor mid-year. The only other non-chief officer that met the criteria is at manager level vs Assistant Director

The top of the SSDC salary range for Assistant Directors is £1,815 below the average in the comparison group.

The review of the recent pay policies highlighted:

- Lichfield District Council introduced new bandings for Assistant Directors following the implementation of the new target operating model to deliver Being a Better Council in Summer 2022. The new range is £72,063 to £79,290.
- Officers at Staffordshire Moorlands District Council are all remunerated on Grade 1 with a range of £54,164 to £64,420. The 22/23 Pay Policy introduced a Grade 2 with a range of £66,984 to £77,239.
- The pay policy statement for Cannock Chase District Council and Stafford Borough Council confirms that the Councils will be implementing a shared leadership team from April 23 which will result in changes to the structure and salaries. The published structure indicates salaries of £75,000 to £85,000

These pay policies indicate an upward trajectory of pay ranges for Assistant Directors further supporting an increase in the top of the South Staffordshire District Council pay scale.

3. Recommendations regarding current salaries

3.1 The pay analysis clearly supports a pay increase for the Corporate Leadership Team.

Mirroring the method of calculation used for the CEO review, the recommended highest point, inclusive of both April 22 and April 23 pay awards, is £99,012.

We would further recommend the Personal Development Review and Appointments Panel mirror the benchmark group and introduce a pay scale to differentiate between size of portfolio and experience in post.

3.2 The pay analysis for the Extended Leadership Team also shows an upward trend in salaries and suggest that the pay scale for Assistant Directors are marginally below comparable organisations. It is recommended that the upper salary scale be increased to £72,226.

We would further recommend that the current pay scale be adapted to smooth transition for individuals progressing through the scale.

3.3 Whilst conducting the pay analysis, we were notified that the Council was recruiting to a Director of Finance S.151. Due to the varying structures and allocation of portfolios, direct comparisons are invalid. Based on the job role and our professional experience of statutory finance roles alongside the pay data available, I suggest a salary in the region of £90,000 be considered as the market rate.

3.4 Recent pay policies indicate an uplift in senior salaries driven by structural changes and the challenging operating environment. The Chief Executive salary was outside of the scope of this review. The author suggests the committee consider the timing of the next review to ensure the mid quartile position is retained.

Appendix 1 – Sources of Data

At the time of writing the 22/23 Annual Accounts had not been published. Note that these links are for the 21/22 Statement of Accounts.

	Link to Annual Accounts	Page Reference
Cannock Chase District Council	https://www.cannockchasedc.gov.uk/sites/default/files/cannock-statement-of-accounts-subject-to-audit-2021-2022.pdf	Pg 72
East Staffordshire Borough Council	https://www.eaststaffsbc.gov.uk/sites/default/files/docs/finance/StatementofAccounts2021-22%28SubjecttoAudit%29.pdf	Pg 76
High Peak Borough Council	https://www.highpeak.gov.uk/media/7448/HPBC-Draft-Statement-of-Accounts-2021---2022/pdf/01_High_Peak_Borough_2122_DRAFT.pdf?m=1659100814367	Pg 41
Lichfield District Council	https://www.lichfielddc.gov.uk/downloads/file/2055/statement-of-accounts-2021-22-unaudited	Pg 90
Newcastle Under Lyme District Council	https://www.newcastle-staffs.gov.uk/downloads/download/148/statement-of-accounts	Pg 53
Stafford Borough Council	https://www.staffordbc.gov.uk/sites/default/files/cme/DocMan1/Financial%20Planning/Statement-of-Accounts-2021-2022/Statement-of-Accounts-Subject-to-Audit-2021-2022.pdf	Pg 69
Staffordshire Moorlands District Council	https://www.staffs Moorlands.gov.uk/media/7844/DRAFT-Statement-of-Accounts-2021-2022/pdf/DRAFT_Staffordshire_Moorlands_a.pdf?m=1678270409507	Pg 35
Tamworth Borough Council	https://www.tamworth.gov.uk/our-accounts	Pg 95

	Link to Pay Policy	Page Reference
Cannock Chase District Council	https://www.cannockchasedc.gov.uk/sites/default/files/05-pay_policy_statement_2022-23_rpt_council_020322.pdf	Pg 7
East Staffordshire Borough Council	https://www.eaststaffsbc.gov.uk/sites/default/files/docs/opendata/pay-policy-statement-2021.pdf	Pg 2
High Peak Borough Council	https://www.highpeak.gov.uk/media/787/Pay-Policy-Statement-2022-23-Appendix-A/pdf/Appendix_A_to_pay_policy_statement_HP.pdf?m=1662632881987	Pg 3
Lichfield District Council	https://democracy.lichfielddc.gov.uk/documents/s12241/Item%2011%20-%20Appendix%20A%20-%20Revised%20Pay%20Policy%20Statement%202022.pdf	Pg 5-6
Newcastle Under Lyme District Council	https://moderngov.newcastle-staffs.gov.uk/documents/s34832/PayPolicyStatement%2021-22%20FINAL.pdf	Pg 2-3
Stafford Borough Council	https://www.staffordbc.gov.uk/sites/default/files/cme/DocMan1/Policy%20and%20Plans/Pay-Policy-Statement-2022-2023_0.pdf	Pg 5
Staffordshire Moorlands District Council	https://www.staffs Moorlands.gov.uk/media/449/SMDC-Pay-Policy-Statement-2022---23---Appendix-A/pdf/Public_reports_pack_23022022_1830_Council_SMDC_1.pdf?m=1649167787763	Pg 3-4
Tamworth Borough Council	https://democracy.tamworth.gov.uk/documents/s32594/Appendix%201%20Pay%20Policy%20Statement%202022.pdf	Pg 7

National Employers for local government services

George Georgiou
Officers' Side Secretary
JNC for Chief Officers of Local Authorities
GMB Mary Turner House, 22 Stephenson Way
London
NW1 2HD

25 July 2022

Dear George

CHIEF OFFICER PAY 2022

Thank you for the Officers' Side's pay claim, which was received on 6 June. As you know, the employers moved quickly to brief councils on it, with that process concluding on 27 June. The National Employers met today and agreed to respond formally to your pay claim.

The National Employers wish to make the following final, one-year offer:

- With effect from 1 April 2022, an increase of £1,925 on basic salary¹

In making this final pay offer today, the employers agreed that it was appropriate for it to match the offers they have made to the other negotiating groups for which they have responsibility.

The Officers' claim also asserted that, *"The JNC employers agreed in August 2020 'to conduct a joint survey of all local authorities in order to establish the extent of the gender pay gap among Chief Officers, after which they will agree a joint approach on how to remove any such gender pay gap.'"*

In fact, it was a joint agreement, rather than just a commitment by the employers. I remind you that the 2020 JNC pay deal circular (dated 24 August 2020) included:

"The JNC has also agreed to conduct a joint survey of all local authorities in order to establish the extent of the gender pay gap among Chief Officers, after which they will agree a joint approach on how to remove any such gender pay gap. The JNC has further agreed to enter into discussions to agree a new package to improve Chief Officers' work-life balance."

The JNC Joint Secretaries subsequently met on 4 November 2020 and the Officers' Side undertook to share with us the data they held, which we would examine and use as the basis of a joint survey. The data was never sent to us. Should you now be in a position to share the data, the employers are content for this matter to be taken forward by the JNC Joint Secretaries.

The National Employers hope this final offer can quickly form the basis of an agreement between the two Sides so that Chief Officers, who continue to provide such critical support to their communities, can receive a pay rise as soon as practicable.

Yours sincerely,

Naomi Cooke

Naomi Cooke
Employers' Secretary

cc Mike Short, UNISON

Appendix 3 – April 23 Pay Award

Joint Negotiating Committee for Chief Officers of Local Authorities

To: Chief Executives in England and Wales (NI Ireland for Information)
(to be shared with Finance Director and HR Director)
Regional Employer Organisations
Members of the Joint Negotiating Committee

5 May 2023

Dear Chief Executive,

CHIEF OFFICERS' PAY AGREEMENT 2023

Employers are encouraged to implement this pay award as swiftly as possible.

Agreement has now been reached on the pay award applicable from 1 April 2023 (covering the period 1 April 2023 to 31 March 2024).

The individual basic salaries¹ of all officers within scope of the JNC for Chief Officers of local authorities should be increased by 3.60 per cent with effect from 1 April 2023 (NB: this increase applies to individual salaries as well as pay points, if applicable).

Backpay for employees who have left employment since 1 April 2023

If requested by an ex-employee to do so, we recommend that employers should pay any monies due to that employee from 1 April 2023 to the employee's last day of employment.

When salary arrears are paid to ex-employees who were in the LGPS, the employer must inform its local LGPS fund. Employers will need to amend the CARE and final pay figures (if the ex-employee has pre-April 2014 LGPS membership) accordingly.

Further detail is provided in [section 15 of the HR guide](#) and [the Backdated Pay Award FAQs](#), which are available on the [employer resources section](#) of www.lgpa.org.uk.

Yours faithfully,

Naomi Cooke

Naomi Cooke

George Georgiou

George Georgiou

cc Ruth Levin, UNISON

¹ Basic salary should exclude other separately identified payments such as Returning Officer fees etc.

Employer's Secretary:
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SW1P 3BT
info@lga.org.uk

Officer's Secretary:
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Appendix 4 – Quality Assurance Statement

We hereby confirm that the information provided in this document has undergone a rigorous process of peer review to ensure its accuracy, reliability, and adherence to established standards. The information contained in this document is derived from the publicly available statutory statements of various councils.

Our quality assurance procedures include careful selection of peer reviewers who possess subject matter expertise and a commitment to impartial evaluation. These reviewers have critically assessed the information for factual correctness, logical coherence, and adherence to recognized principles and guidelines.

Furthermore, the sources of information referenced in this document are publicly accessible and widely recognized as authoritative, originating from council statutory statements. These statements are legally mandated and provide official information pertaining to the activities, policies, and decisions of the respective councils.

While every effort has been made to ensure the accuracy and reliability of the information presented, it is important to note that no system is entirely free from errors or omissions. Therefore, readers are encouraged to independently verify and cross-reference the information provided with other credible sources to obtain a comprehensive understanding.

This Information Quality Assurance Statement serves as a testament to our commitment to upholding the highest standards of accuracy and reliability in the information we present, based on the peer-reviewed council statutory statements available in the public domain.

Heather Clarke
Associate
Westwood Harris Burns

