

TO:- Council

Councillor Meg Barrow , Councillor Andrew Adams , Councillor Helen Adams , Councillor Penny Allen , Councillor Jeff Ashley , Councillor Barry Bond MBE , 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 MBE , Councillor Rita Heseltine , Councillor Diane Holmes , Councillor Fiona Hopkins , Councillor Matthew Jackson , Councillor Victor Kelly , Councillor Dan Kinsey BEM , Councillor Roger Lees BEM , Councillor Vincent Merrick , Councillor John Michell , Councillor Rob Nelson , Councillor Kath Perry MBE , 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, 26 March 2024

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 meeting

To approve the minutes of the meeting of Council held on 20 February 2024.

1 - 4

- 3** Apologies
To receive any apologies for non-attendance.
- 4** Declarations of Interest
To receive any declarations of interest.
- 5** 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.
- 6** Leader's Report **5 - 14**
Report of the Leader of the Council
- 7** Committee Updates **15 - 18**
Report of the Committee Chairmen
- 8** Council Pay Policy Statement for 2024/25 **19 - 54**
Report of the Leader of the Council
- 9** South Staffordshire Council Plan 2024 - 2028 **55 - 74**
Report of the Leader of the Council
- 10** 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, 20
February 2024 at 19:00

Present:-

Councillor Andrew Adams, Councillor Helen Adams, Councillor Penny Allen, Councillor Jeff Ashley, Councillor Meg Barrow, Councillor Barry Bond, Councillor John Brindle, Councillor Gary Burnett, Councillor Val Chapman, Councillor Bob Cope, Councillor Mike Davies, Councillor Philip Davis, 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 Fiona Hopkins, Councillor Matthew Jackson, Councillor Dan Kinsey, Councillor Roger Lees, Councillor Vincent Merrick, Councillor John Michell, Councillor Rob Nelson, Councillor Kath Perry, Councillor Martin Perry, Councillor Ray Perry, Councillor Robert Reade, Councillor Gregory Spruce, Councillor Wendy Sutton, Councillor Bernard Williams, Councillor David Williams, Councillor Victoria Wilson

32 PRIORITY BUSINESS (IF ANY)

There was no priority business.

33 MINUTES

RESOLVED: that the minutes of the meeting of Council held on 12 December 2023 be approved and signed by the Chairman.

34 APOLOGIES

Apologies were received from Councillor S Dufty, Councillor D Holmes, Councillor V Kelly, Councillor C Steel, Councillor S Szalapski and Councillor K Williams.

35 DECLARATIONS OF INTEREST

The Monitoring Officer confirmed that Members did not need to make individual declarations of interest in respect of the setting of Council Tax. There were no declarations of interest.

36 QUESTIONS PURSUANT TO COUNCIL PROCEDURE RULE 11.4

There were no questions pursuant to Council Procedure Rule 11.4.

37 THE COUNCIL'S MEDIUM-TERM FINANCIAL STRATEGY 2024/25 - 2028/29 AND 2024/25 BUDGET

It was Proposed by Councillor Lees and Seconded by Councillor Wilson and

RESOLVED (1): Members approved the report together with the draft Medium-Term Financial Strategy (MTFS), projected expenditure for 2023/24, revenue estimates and capital programme for 2024/25 and proposals for the 2024/25 budget.

RESOLVED (2): Members passed a resolution in the form attached at Appendix 5.

RESOLVED (3): Members note the report of the Chief Finance Officer on the robustness of the estimates and the adequacy of the Council's

reserves, attached as Appendix .

RESOLVED (4): That the Leader of the Council be authorised to make any necessary amendments to include any late information or to correct any errors or omissions

In accordance with legal requirements, a named vote was undertaken with all members present voting for the Recommendations with the exception of Councillors Ashley, Harper-Wallis, Harrison and Spruce who abstained.

038 **CAPITAL STRATEGY 2024/25 - 2028/29**

It was Proposed by Councillor Lees and Seconded by Councillor Wilson and

RESOLVED: Members approved the Capital Strategy 2024/25 to 2028/29.

39 **TREASURY MANAGEMENT STRATEGY AND PRUDENTIAL INDICATORS 2024/25 - 2028/29**

It was Proposed by Councillor Lees and Seconded by Councillor Wilson and

RESOLVED: Members approved each of the five key elements of this report.:

- 1) The Prudential Indicators and Limits for 2024/25 - 2028/29 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 2024/25 - 2028/29 contained within Appendix A.
- 4) The Authorised Limit Prudential Indicator contained within Appendix A (para 3.2).
- 5) The Investment Strategy 2024/25 contained in the Treasury Management Strategy (Appendix A), and the detailed criteria (included in Appendix B)

40 **APPROVAL OF ABSENCE REPORT**

It was Proposed by Councillor Lees and Seconded by Councillor Wilson and

RESOLVED: Members approved the reason of absence, namely that of mobility issues caused by a long-term health condition, for Councillor Kath Williams.

41 **CHAIRMAN'S ANNOUNCEMENTS**

The Chairman of the Council, Councillor Meg Barrow, welcomed Councillor Barry Bond back following a period of absence. The Chairman expressed her thanks to those who had supported her chosen charity, MND, by way of donations in lieu of sending Christmas cards and for staff who had had a Christmas jumper day. The Chairman held a successful fund-raising evening on 9 February, raising around £1,400 for her charity. Finally, the Chairman mentioned her Civic Dinner to be held on 22 March and thanked those that had donated prizes and hoped many would be able to attend to support if possible.

The Meeting ended at: 19:40

CHAIRMAN



South Staffordshire Council

Report of the Leader of the Council

Date: 26th March 2024

Introduction and Overview

This report provides a summary on matters that have been the subject of consideration at Cabinet meetings February 2024 – March 2024.





Date	Report Title	Lead Cabinet Member/ area	Summary	Outcome
6.02.2024	Approval of governance for Distribution of Community Wellbeing Funds	Councillor Roger Lees BEM – Corporate	The Council has been successful in attracting Health Inequalities Funding (£236,000) from the Covid Outbreak Management Fund (COMF) which is held by Staffordshire County Council. This fund combined with funding from the Council’s Community is the best Medicine Funding (£30,000), Community Wellbeing funding (£20,000) and the West Midlands Interchange Community funding (£65,000) is proposed to be launched as one ‘Community and Wellbeing’ funding package totalling (£370,000), to maximise the reach and benefit to residents and communities across the district, the report set out the Governance arrangements for determining applications for bids against this funding.	Governance proposal approved.
13.02.2024	Quarter 3 Budget Monitoring	Councillor Roger Lees BEM – Finance	<p>The report set out the projected financial position for the council as at the end of quarter 3 (31st December 2023).</p> <p>The current projection is there will be a positive variance of £3.246m compared to budget at the end of 2023/24. Of this, £2.087m will be transferred into earmarked</p>	Cabinet noted the improved position.

			<p>reserves and £1.159m back into the General Fund.</p> <p>This is an improved position compared to quarter 2 and the main reason for this is due to additional Section 31 grants that have been confirmed relating to Business Rates reliefs.</p>	
20.02.24	DFG Shared Service Update	Councillor Robert Reade – Welfare Services	<p>The purpose of the report is to provide an update on the Disabled Facilities Grant (DFG) shared service with Stafford Borough Council.</p> <p>The report details the performance since the new service began in April 2023, the committed and pipeline spend for this financial year, and the plans for the development of the team to futureproof the workforce.</p>	Cabinet noted the average number of weeks from referral to completion is already improving from previous years.
20.02.2024	Integrated Performance Management (IPM) Report	Councillor Roger Lees BEM – Corporate	<p>The report provided an update as of 31st December 2023 for Quarter 3 of 2023/24 on performance, finance, and risk. This includes results against performance targets set to monitor delivery of the Council Plan 2020 – 2024.</p> <p>This is the final year of the current Council Plan.</p>	Cabinet noted there continued to be a strong performance across the Council in quarter 3 with 17 of the 21 indicators being on target, matched by financial performance. Also, noting the new indicators set by the Office for Local Government

20.02.2024	South Staffordshire Council Plan 2024-2028	Councillor Roger Lees BEM – Corporate	<p>The report shared with Cabinet the first draft of the new Council Plan for 2024-28.</p> <p>Every four years the Council produces a new Council Plan, following the election of a new Council. Prior to the plan being produced the relevant data sets are updated, including the Place Narrative and the Locality Profile. These documents feed into the production of the new plan providing insight into the key challenges and opportunities the district faces, whilst also informing the new vision and priorities. A resident survey is also carried out and again survey results are used to inform plan content.</p>	Cabinet approved the draft Council Plan for 2024 -2028.
27.02.24	Proposed Civic Policy	Councillor Roger Lees BEM - Governance	<p>For Members to consider a formal Civic Policy setting out the role of the Chairman of the Council, to assist the Chairman to understand their role and responsibilities and to provide guidance for when undertaking civic duties. The policy provides clarification on the range of civic functions held, the election process and guidance on use of civic regalia.</p>	Cabinet approved the Civic Policy.
27.02.24	Major Projects - Monthly Overview	Councillor David Williams - Commercial Assets and Estates	<p>This report provides a monthly update on all live major projects from the Commercial, Assets and Estates Team. Live projects include Unit 4E, Wombourne Enterprise Centre,</p>	Cabinet noted the progress on the developments and the imminent completion of Unit 4E.



			<p>Landywood roofing works, Wolverhampton Road houses.</p> <p>At Unit 4E, the fire damaged factory rebuild is on schedule for early completion in April. The new tenant is ready to move in when the building contractor vacates.</p> <p>Wombourne Enterprise park construction is underway, ground works have commenced with the old slab removed and new water attenuation tank locations being dug.</p> <p>Landywood Roofing works contract has been awarded to Jeakins Weir. Orders for decarbonisations materials have been placed and work will commence on site in April when weather conditions improve and are more suited for roofing works.</p> <p>Extension works on Wolverhampton Road houses continue and remains on programme. Both properties are now watertight, and second fix is underway.</p>	
27.02.24	New Build and Damaged Bin Charges	Councillor Kath Perry MBE - Waste Management	The report sets out a proposal for the introduction of charges for the provision of bins at new build properties, and for cost	Cabinet approved the introduction of a cost recovery-based charge for the provision of New



			<p>recovery for replacement bins where they are damaged by the user.</p> <p>The report builds on the initial 2022/23 RPP proposals which aim to mitigate the growing cost of supplying new and replacement bins in specific circumstances by means of a reasonable cost recovery charge made to the party requesting the new or replacement bins. This policy will not extend to circumstances where a bin is damaged during collection, or where a resident qualifies for additional free capacity under our existing policies (e.g. offensive waste collection need).</p>	<p>build properties (with the charge payable by the developer of the properties) and Replacement bins where the cause of the request is due to damage by the user (e.g. used for inappropriate purposes, melted due to hot contents) or the user would like to replace a functional bin (e.g. due to the bin not being clean).</p>
05.03.24	Pay Policy Statement for 2024/2025	Councillor Roger Lees BEM - Corporate	<p>The Council is required to prepare a Pay Policy Statement for each financial year and proposed Pay Policy Statement for 2024/25.</p> <p>The Pay Policy Statement has been updated to reflect nationally agreed pay awards and any figures set out within the policy, for example pension contribution rates and pay multiples.</p> <p>The report also proposes the adoption of a new Talent Attraction and Retention Policy and an updated Market Supplement Policy recognising that recruitment and retention are</p>	<p>Members supported the pay policy statement 2024/25, adoption of a Talent and Retention policy and the updated Market Supplement policy, contributing to the council being an “employer of choice.”</p>

			now considered to be the most significant workforce challenges facing Local Government.	
05.03.24	Street Scene – Additional Crew	Councillor Kath Perry MBE – Community Services	<p>Environmental maintenance enhancements on Council owned land are commonly identified and raised by Members during the scheduled ward walk programme and on an ad hoc basis. Whilst the current staffing resources within Street Scene allows the team to complete our scheduled work programme to a high standard. There are challenges to meet ad hoc requests without impacting on service standards across our core operations.</p> <p>To address this gap and to enhance our open spaces a recommendation to introduce a dedicated Street Scene crew in addition to our core operations which would be Member led targeting local issues on District Council owned land was supported by Cabinet on 21st November 2023 and subsequently approved as part of the RPP process and the Councils financial budgets for 2024/2025 and 2025/2026.</p> <p>It is proposed to allocate work on a ward basis providing an equitable split across members</p>	Members supported the approach of allocating in the first year the additional resources by ward and welcomed the members briefing scheduled March 14 th .

			which equates to 12 days per ward across the first year of the programme.	
12.03.24	Proposed Corporate Enforcement Policy for Consultation	Councillor Rita Heseltine – Regulatory Services	<p>The Regulator’s Code issued by the Department for Business Innovation and Skills requires that local authorities review and update their Enforcement Policy on a regular basis.</p> <p>The Enforcement Policy provides guidance to all officers engaged in enforcement work on behalf of the Council and gives all businesses and individuals clear guidance on how we go about enforcement.</p> <p>The revised draft Enforcement Policy has been updated to reflect changes in legislation and service standards.</p> <p>The report proposes a draft Enforcement Policy for engagement with stakeholders prior to its implementation.</p>	Members supported the draft Enforcement policy for further engagement with stakeholders.
12.03.24	Proposed Statement of Gambling Principles 2024-2027 For Consultation	Councillor Rita Heseltine – Regulatory Services	<p>The Gambling Act 2005 requires that local authorities review and publish their Statement of Gambling Principles (Gambling Policy) every 3 years.</p> <p>The Statement of Gambling Principles, or Gambling Policy, provides the framework</p>	Members supported the draft Gambling policy for consultation.



			<p>within which Licensing and Regulatory Committee and Officers make decisions on matters relating to the Gambling Act 2005.</p> <p>The Gambling Act requires that the Gambling Policy must be consulted on and specifies who must be consulted.</p> <p>The report proposes a draft Gambling Policy to approve for consultation.</p>	
12.03.24	The Council's Response to the Governments Consultation on Reforms to Social Housing Allocations	Councillor Robert Reade – Welfare Services	<p>The purpose of the report is to outline the Council's proposed response to the Governments consultation on reforms to social housing allocations.</p> <p>The consultation will inform secondary legislation proposed for - Part 6 of the Housing Act 1996. The Secretary of State may prescribe classes of persons eligible or ineligible for an allocation of social housing and may also prescribe qualification criteria local housing authorities use to allocate social housing. The consultation will also inform new eviction grounds under the Housing Acts 1985 and 1988.</p> <p>It is not proposed within this consultation to change the rules or guidance on reasonable</p>	Members supported the draft response to the consultation which will be shared with all members and noted the potential implications on demands for temporary accommodation.



			<p>and additional preference that local housing authorities follow to prioritise allocations.</p> <p>The proposed responses highlight the need for change to the allocation of social housing to ensure this limited resource is allocated fairly, however, the current proposals will have a significant impact on our ability to support many who approach us as homeless and could lead to individuals needing to be placed in costly Temporary Accommodation for what could be many years.</p>	
--	--	--	--	--

SOUTH STAFFORDSHIRE COUNCIL

COUNCIL – 26 MARCH 2024

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 12 December 2023 to 26 March 2024.

2 INFORMATION

2.1 Audit and Risk Committee

6 February 2024

The Committee considered the following items:

- External Audit Plan 2024/25
- Quarter 3 Internal Audit Progress Report
- Risk Management Update
- Treasury Management Strategy and Prudential Indicators 2024/25 – 2028/29
- Quarter 3 Treasury Management Update
- Accounting Policies, Critical Accounting Judgements and Key Sources of Estimation Uncertainty

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

The Committee is next due to meet on 2 April.

2.2 Licensing and Regulatory Committee

18 January 2024

The Committee considered the following items:

- Quarter 3 Update on Taxi Licensing
- Review of Fees and Charges for Hackney Carriage and Private Hire Licensing Functions for 2024-2025

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

21 March 2024

At the time of writing, the Committee is due to consider the following items:

- Private Water Supply Regulations 2016 – Annual Work Programme
- Proposed Statement of Gambling Principles 2024-2027 for consultation
- Proposed Corporate Enforcement Policy

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

There have been two meetings of the Licensing Sub-Committee to determine an application for a Private Hire Licence and two Licensing Act applications, and details can be seen at [17 January 2024](#) and [6 March 2024](#).

2.3 Overview and Scrutiny Committee

23 January 2024

The Committee considered the following items:

- Council's Medium-Term Financial Strategy 2024/25 – 2028/29 and 2024/25 Budget
- UK Shared Prosperity Fund and Rural England Prosperity Fund
- Update on Member Working Groups 2023/24
- Work Programme 2023/24
- Confidential Item on Future Waste Recycling Provision 1 April 2025 to 31 March 2026

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

12 March 2024

The Committee considered the following items:

- Staffordshire County Council Highways Scrutiny
- Disabled Facilities Grant Shared Service Update
- South Staffordshire Council Plan 2024-2028
- Work Programme 2023/24

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

2.4 Wellbeing Select Committee

13 February 2024

The Committee considered the following items:

- Breast Screening Update
- Falls Prevention Update
- Health Inequalities Funding Update
- Work Plan 2023/24

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

The Committee is next due to meet on 9 April 2024.

2.5 **Planning Committee**

30 January 2024

The Committee considered the following items:

- Determination of 2 planning applications and a Tree Preservation Order
- Monthly Update Report

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

27 February 2024

The Committee considered the following items:

- Determination of 4 planning applications
- Monthly Update Report

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

The Committee is next due to meet on 16 April 2024.

2.6 **Standards and Resources Committee**

25 January 2024

The Committee considered the following items:

- Elections Act Update
- Polling District Place Review
- Progress on the Council's Workforce Development Strategy
- Work Programme/Complaints 2023/24

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 26 MARCH 2024****COUNCIL PAY POLICY STATEMENT FOR 2024/25****REPORT OF THE LEADER OF THE COUNCIL – COUNCILLOR ROGER LEES BEM****PART A – SUMMARY REPORT****1. SUMMARY OF PROPOSALS**

- 1.1 The Council is required to prepare a Pay Policy Statement for each financial year and the proposed Pay Policy Statement for 2024/25 is attached in appendix A.

2. SUMMARY IMPACT ASSESSMENT

POLICY/COMMUNITY IMPACT	Do these proposals contribute to Council Plan objectives?	
	Yes	Good governance and being an Employer of choice benefits the workforce and our communities.
	Has an Equality Impact Assessment (EqIA) been completed?	
	Yes	
	Has a Data Protection Impact Assessment been completed?	
	No	There are no proposals that require this.
SCRUTINY POWERS APPLY	No	
KEY DECISION	No	
TARGET COMPLETION/ DELIVERY DATE	31 March 2024	
FINANCIAL IMPACT	Yes	There are no financial consequences that arise as a direct result of implementing the Pay Policy not already incorporated into the MTFS. Existing budgetary provision for employees makes due allowance for any costs that may arise from recruitment and retention initiatives.
LEGAL ISSUES	Yes	The Localism Act 2011 requires the preparation of an annual pay policy statement. The report identifies the correct governance procedure that must be followed in relation to the pay policy. The report also introduces new policies (Talent Attraction and Retention) and recognises the importance of such policies being introduced having regard to the Equality Act 2010 and (Amendment) Regs 2023.
STRATEGIC RISKS	N/A	The Council is required to publish the information. contained in the above statements.
IMPACT ON WARDS	No	Not applicable.

PART B – ADDITIONAL INFORMATION

3. INFORMATION

- 3.1 Section 38 (1) of the Localism Act requires local authorities to publish an annual Pay Policy Statement setting out Chief Officer remuneration. However, the Pay Policy Statement covers all employees and goes wider than the legal requirements.
- 3.2 The Pay Policy Statement must be approved by a resolution of Council although it may be amended by Council during the financial year. It should be published on the Council's website as soon as reasonably practicable after approval or amendment.
- 3.3 The Pay Policy Statement has been updated to reflect nationally agreed pay awards and any figures set out within the policy, for example pension contribution rates and pay multiples.
- 3.4 This report also proposes the adoption of a new Talent Attraction and Retention Policy and an updated Market Supplement Policy recognising that recruitment and retention are now considered to be the most significant workforce challenges facing Local Government¹.
- 3.5 The Council reported its workforce development progress to Standards and Resources Committee on 25 January 2024. The report and presentation considered at that meeting are available to members in the background papers on CMIS. Whilst the Council is in a strong position, the recruitment market is changing rapidly, and we need to ensure that the Council has a range of options to respond to skills shortages to future proof our workforce. The new Talent Attraction and Retention Policy provides a holistic approach to recruitment and retention ranging from growing our own talent locally through collaboration with schools and partners to offering financial incentives where this is required to compete and secure/retain posts that are critical to service delivery.
- 3.6 The updated Market Supplement Policy proposes that in exceptional circumstances it can be applied to the retention of posts *'Where Corporate Leadership Team (CLT) determine that the retention of a postholder is critical for the completion of a major project or piece of work that would otherwise pose significant risks to the Council if the post holder left'*. It is also proposed that the review of market supplements will be reviewed every two years rather than the former 2¹/₂ years which is consistent with the arrangements for JNC posts.

¹ The Local Government Association's workforce survey 2022, that was published during 2023 confirmed 9/10 (90%) of respondents had a capability skills gap in a least one area and 94% of respondents confirmed their council was experiencing recruitment and retention difficulties.

- 3.7 These additions will enhance our Employer of Choice strategy, but the policies also contain the following safeguards to protect the Council's interests.
- Where financial incentives are required, business cases identifying budgetary provision are to be provided and approved by Corporate Leadership Team².
 - There will be a requirement to repay any incentives if the post-holders leave the Council's employment earlier than agreed.

4. IMPACT ASSESSMENT – ADDITIONAL INFORMATION

- 4.1 An Equality Impact Assessment for the new Talent Attraction and Retention Policy has been carried out. This is available on CMIS.
- 4.2 Consultation has taken place with UNISON.

5. PREVIOUS MINUTES

- 5.1 N/A.

6. BACKGROUND PAPERS

- 6.1 Report and presentation to Standards and Resources Committee 25 January 2024 is available on CMIS.

7. APPENDICES

Appendix A - Pay Policy Statement 2024/25.
Appendix B - Talent Attraction and Retention Policy.
Appendix C – Updated Market Supplement Policy

8. RECOMMENDATIONS

- 8.1 That Council, approve the
- Pay Policy Statement for 2024/25 (appendix A)
 - New Talent Attraction and Retention Policy (appendix B)
 - Updated Market Supplement Policy (appendix C)

² It is considered that the financial incentives will only be applied to JNC posts in exceptional circumstances. Where this does apply, the approval process will be in accordance with section 14 of the Council's Pay Policy Statement.

SOUTH STAFFORDSHIRE COUNCIL

PAY POLICY STATEMENT FOR 2024/25

Updated January 2024

1 INTRODUCTION

This Pay Policy Statement covers all employees and as such, goes wider than the minimum legal requirements of the Localism Act 2011.

2 KEY PRINCIPLES

To be fair, transparent, and affordable maintaining rates of pay that attract and retain talent.

3 LEGISLATIVE/REGULATORY FRAMEWORK IN DETERMINING PAY AND REMUNERATION

Equality Act 2010, Part Time Employment Regulations 2000, Agency Workers Regulations 2020, Transfer of Undertakings (Protection of Earnings) Regulations 2006, National Minimum Wage as amended 2018, relevant LGPS regulations and Special Severance Pay statutory guidance 2022.

4 ACCOUNTABILITY AND DECISION MAKING

The Chief Executive is responsible for decisions affecting recruitment, pay, terms and conditions and severance arrangements of Council employees noting the Local Authorities (Standing Orders) (England) Regulations 2001 (as amended), the Constitution and matters delegated to the Personal Development Review & Appointments Panel and Council. Future material changes to this Pay Policy Statement will also require the approval of Council.

5 SALARY GRADING

Regarding equal pay and salary grading, the Council ensures there is no pay discrimination and that all pay differentials can be objectively justified using a relevant equality proofed job evaluation scheme which relates salaries to the requirements and responsibilities of the job.

6 TERMS AND CONDITIONS OF EMPLOYMENT

Terms and conditions of employment are covered by the following national agreements: JNC for Local Authority Chief Executives; JNC¹ for Chief Officers and the NJC² for Local Government Services and as set out in contracts of employment, Council policies and the staff handbook derived from its Single Status agreement and consultation with UNISON. Other pay related matters are covered by statutory provisions or nationally or locally negotiated rates, by collective bargaining and/or Council Policy. The Council is committed to national pay bargaining with the relevant employment groups, subject to affordability. Where changes result from statutory provisions or national collective bargaining agreements, these are automatically applied and incorporated into employment contracts of staff whether they are union members or not.

¹ Joint Negotiating Committee

² National Joint Council

7 PAY AWARDS

Annual pay awards are negotiated nationally by the JNC for Local Authority Chief Executives; the JNC for Chief Officers and the NJC for Local Government Services. Once pay awards are confirmed they are automatically applied to the Council's pay and grading structure.

8 NEW POSTS AND STARTING PAY

When recruiting, the Council will take account of the Constitution, relevant policy, and equality. The determination of the remuneration to be offered to any newly appointed employee will be in accordance with the pay structure and relevant policies in place at the time. Employees appointed to new posts are paid on an incremental scale and will normally be appointed at the lowest SCP in the grade. However, in certain circumstances it may be appropriate to appoint to a higher point within the pay grade providing this can be justified. Where this applies this will be in accordance with pay advice provided by Human Resources.

9 APPRENTICES

Apprentice pay is in accordance with prescribed legislation, the Council's Apprentice and Graduate Policy and the NJC annual pay award.

10 INTERIM CONTRACTS

Where the Council is unable to recruit under an employment contract or there is a need for interim support to provide cover/ capacity/expertise, the Council will consider and use a range of options including engaging individuals under 'contracts for service,' or via an agency. Managers will ensure these are sourced through a relevant procurement process and be compliant with IR35 (Off-payroll working rules in the public sector for intermediaries).

11 OTHER PAYMENTS

In addition to annual salary the Council can (subject to an approved business case) pay extra payments to employees to recognise additional work undertaken, including:

- Acceleration through the grade
- Overtime.
- Act up payments* (Based on the grade and % of duties of the act up role)
- Honoraria* for covering vacancies, absence, projects, and additional duties.
- Allowances approved by CLT.
- Other rewards linked to the Council's workforce strategy approved by CLT.
- Recruitment, retention, or performance incentive pay approved by CLT.
- Other temporary payments and/or benefits agreed by CLT.

**Honorariums are time limited and should not normally exceed 12 months. During sick leave payment is made up to the next pay date.*

These payments are most likely to apply to employees below senior management level and will be made in accordance with pay advice provided by Human Resources, relevant Council policy and job evaluation outcomes. These payments are authorised by the relevant senior manager³.

Officers who carry out the role of Returning Officer, Acting Returning Officer and Deputies for Elections receive an additional fee. There are also fees paid to staff who conduct the annual canvass of the electoral register and who undertake additional work at the time of the election – poll staff, inspectors, count staff, etc. The payments referred to are calculated on an agreed national or county wide formula. Further details are on the Council’s website.

Payments for untaken annual leave and/or time off in lieu is at the discretion of the relevant senior manager³.

Car allowance/mileage rates are published on the Council’s website.

12 OTHER BENEFITS (NON-CONTRACTUAL)

The Council aims to adopt best practice and recognises employee benefits are an important part of recruitment and retention. All employees (subject to qualifying conditions) are entitled to access these benefits which include the following:

- Benefits through salary sacrifice schemes⁴
- Buying of annual leave scheme
- Employee assistance (Counselling and Physiotherapy)
- Assistance with continuing professional development

13 MARKET PAY

The Council recognises that at times it may be difficult to recruit and retain employees from time to time due to market rates for certain roles. To ensure the Council attracts and retains business critical roles, market supplements may be paid in addition to the grade of the post. This will be in accordance with the Council’s market supplement policy.

The Council is under no obligation to match market pay. However, where it chooses to do so due to recruitment and retention difficulties it will seek to be within the middle pay range subject to affordability. In cases of exceptionally competitive skills shortage areas, where failure to recruit could impact on the delivery of a key Council function, the Council can refer to the upper pay quartile of market pay data with the agreement of the Chief Executive or where applicable the Personal Development Review and Appointments Panel or Council as set out in section 14.

³ Chief Executive, Corporate Director, Director, Assistant Director

⁴ The Council may make available various salary sacrifice schemes.

14 SENIOR PAY

- a) **Chief Executive.** £126,460. A separate payment applies for returning officer duties. Terms and Conditions of Employment staff group is the JNC.
- b) **Corporate Directors.** There are 3 Corporate Director posts. Salary is £97,012. (2 further discretionary points, £98,012 and £99,012 for additional responsibilities). Separate payments apply for Deputy Returning Officer duties in the case of one post. Terms and Conditions of Employment staff group is the JNC.
- c) **Director Finance (s 151)** £90,500. Terms and Conditions of Employment staff group is the JNC.
- d) **Assistant Directors.** Salary range £64,966 to £72,226. Terms and Conditions of Employment staff group is the JNC.
- e) **Team and Assistant Team Managers.** Salary range £36,648 to £51,515. Terms and Conditions of Employment staff group is the NJC.
- f) A Deputy S 151 allowance of £3,240 applies to one post-holder.
- g) A Deputy Monitoring Officer allowance of £3,240 and a shared service responsibility allowance of £2,000 applies to one post-holder.
- h) There are also Market Forces Supplements attached to some posts in some services for hard to recruit posts in line with the Council's market supplement policy.
- i) Car mileage rates are published on the Council's website and are detailed in the statement of accounts where they apply to senior posts.

The above includes the 1 April 2023 national pay award. At the time of writing the national pay award for 2024 has not been agreed.

Market rates for senior pay (JNC Conditions)⁵ will be assessed every 2 years as agreed at Full Council on 14 September 2021. The approval process for pay increases to senior pay bands are:

- Corporate Leadership Team posts will be reviewed by the Personal Development Review and Appointments Panel who make recommendations to Council.
- Assistant Director posts will be reviewed and determined by the Personal Development Review and Appointments Panel.
- Annual pay awards for all posts are negotiated nationally and automatically applied.
- Temporary payments for senior managers are delegated to the Chief Executive in consultation with the Chairman of the Personal Development Review and Appointments Panel providing the total remuneration does not exceed £100,000 in which case this will be referred to Council in accordance with the Localism Act 2011.
- Pay matters for all other staff (NJC) conditions are delegated to the Chief Executive.

In line with the 2011 Code of Recommended Practice for Local Authorities (Data Transparency), information on senior salaries is published on the Council's website. Payments over £50,000 a year and other prescribed payments are also published in the Council's statement of accounts or on the Council's website.

⁵ Applies to Corporate Leadership Team (CLT) and Extended Leadership Team (ELT).

15 PAY PROTECTION, REDUNDANCY, AND SEVERANCE PAYMENTS

Where an employee is placed on a lower grade because of organisational change, time limited salary protection applies in line with the Council's, Redundancy and Early Retirement Policy.

The formula for calculating redundancy payments is set out in the Council's, Redundancy and Early Retirement Policy.

Severance payments will comply with relevant employment law, Local Government Pension Scheme (LGPS) Regulations, the Council's Redundancy, Early Retirement and Employer Pensions Discretion policies and Special Severance Payments statutory guidance⁶.

Additionally, any payments classed as Special Severance Payments will be subject to the following approvals:

- payments of £100,000 and above must be approved by a vote of Full Council, as set out in the Localism Act 2011
- payments of £20,000 and above, but below £100,000, must be personally approved and signed off by the Head of Paid Service⁷, with a clear record of the Leader's approval and that of any others who have signed off the payment.
- payments below £20,000 must be approved according to the local authority's scheme of delegation.

16 PENSIONS

New starters are enrolled into the Local Government Pension Scheme (LGPS), subject to certain conditions, unless they choose to opt out.

Employer contribution rates are set by Pension Fund Actuaries and reviewed on a triennial basis to ensure the scheme is appropriately funded. The contribution rate applicable from 1st April 2024 is 21.80% (figure subject to ratification) of salaries paid plus a lump sum deficit repair contribution for the year which has been calculated to be £630,500.

Under current LGPS regulations employees who have joined the LGPS will receive their pension at their normal retirement age, with an additional entitlement to leave with a reduced pension at age 55.⁸ Pension payments may be released early in certain other circumstances. This is not an entitlement and is subject to criteria and affordability. Payments are at the discretion of the Council and in accordance with employment legislation, LGPS pension regulations, and relevant Council policy.

⁶ Statutory guidance on the making and disclosure of Special Severance Payments by local authorities in England - GOV.UK (www.gov.uk)

⁷ Except where the proposed payment is to the Head of Paid Service para 5.2 of the above guidance applies.

⁸ The government have proposed to increase this from 55 to 57 on 6 April 2028.

17 RE-ENGAGEMENT OF FORMER SENIOR MANAGERS

The Council's policy is to not re-employ a senior manager who has left South Staffordshire Council and gained access to their pension through redundancy, efficiency, ill health retirement or previously received a redundancy compensation payment and or early release of pension from South Staffordshire Council. This does not apply to Returning Officers, election duties or where the Council has a critical business need subject of course to any appointment being compatible with employment and pension legislation/regulation and satisfying the public confidence test. As regards all other staff the policy on re-engagement is set out in the Council's Redundancy and Early Retirement policy.

18 PAY MULTIPLES

A pay multiple is the ratio between the salary of the highest paid employee and the median full-time equivalent salary of the organisation. The Hutton Report (Fair Pay in the Public Sector) introduced pay multiples as a method of assessing pay dispersion.

Current pay levels within the Council defines the multiple⁹ between the lowest paid full-time equivalent employee and the Chief Executive as 1:5.7 and between the lowest paid employee and average chief officer as 1:3.8. The multiple between the median average full-time equivalent earnings and the Chief Executive is 1:4.9 and between the median average full-time equivalent earnings and average Chief Officer is 1:3.3.

**NB the above is based on the NJC scheme's lowest SCP and excludes apprentices/categories of workers who are not included within the definition 'lowest paid employees'*

19 GENDER PAY GAP

Gender Pay Gap reporting became mandatory for the Public Sector with first reports published on 31 March 2017. The Council publishes this information on its website on an annual basis.

20 POLICIES/INFORMATION RELEVANT TO THIS PAY POLICY STATEMENT ¹⁰

- Employer Pensions Discretions Policy
- Flexible Retirement Policy
- Redundancy and Early Retirement Policy
- Market Supplement Policy
- Talent and Retention Policy
- Election fees
- NJC salary scales
- Car mileage rates

⁹ Note multiple or ratio rounded up or down where applicable as defined in the Localism Act.

¹⁰ These policies are updated to reflect any changes to the Pay Policy Statement approved by Council.



South Staffordshire Council

Talent Attraction and Retention Policy



www.sstaffs.gov.uk





Contents

Key principles	Page 4
Introduction	Page 5
Managers Role and HR responsibilities	Page 6
School work experience placements	Page 7
Internship/paid work experience for students/graduates	Page 8
T levels	Page 9
Sector based work programmes	Page 10
Apprentice scheme	Page 11
Refer a friend scheme	Page 12
Reviewing grades/career grades	Page 13
Market supplements	Page 14
Golden hello scheme	Page 15
Internal graduate scheme	Page 16
ASPIRE talent management programme	Page 17
FAQ's	Page 18

Appendix A

Business Case Proforma -	Page 19
Recruitment or retention incentive payment	

Background

South Staffordshire residents, businesses and visitors deserve the very best from their council and we need to ensure we are able to provide services that respond to their changing needs, as well as keeping up with the wider world, such as operating with reduced finance, changing legislation/government policy, the digital agenda, a challenging economy and cost of living crisis.

To meet these challenges, it is essential that the council is able to recruit and retain talented staff. The recruitment market is changing rapidly and becoming increasingly fast paced and competitive in the Local Government Sector

We recognise that it may be challenging to recruit new employees or retain existing staff in key hard to recruit or retain posts. This policy therefore provides a range of incentives, both financial and non-financial to attract and retain talent.

Scope

This policy applies to posts on NJC terms and conditions. Where stated, the policy may apply to post holders on JNC terms and conditions within the parameters of the council's pay policy statement and constitution.

Principles

Our principles ensure that:

- We have a fair, equitable, transparent and consistent policy for managers to use.
- Any payments above the post grade are objectively justified in line with the principles of equal pay.
- Payments are temporary and are subject to any review periods in this policy.
- Funding is within existing budgetary provision.

INTRODUCTION

Good recruitment is essential in providing excellent services and supporting our communities. Therefore, it is essential that we have a resilient and highly skilled workforce who demonstrate our values and have the attributes we need for both now and in the future.

It is important to consider a range of non-financial aspects as well as financial ones when considering recruitment and retention because although sometimes salary is a consideration, it's not the only factor. Recruitment and retention issues will not be solved by a one-size-fits all approach.

Development of new recruitment pipelines, internal succession planning, and an effective advertising strategy are all important. The council has a [Recruitment Resource Hub](#) to help managers rethink processes used in the past and consider some new tools and ideas to:

- Promote the council as an employer of choice.
- Support novel and new ways to advertise jobs and reach candidates.
- Provide flexibility and meet the diverse needs of services.
- Incorporate our Ways of Working values in recruitment and selection activities.
- Consider practical ways of engaging with hard to attract professions and local young people which are priority areas in the council's workforce development strategy.

This policy includes a range of recruitment and retention incentives. The intention is for recruiting managers to work in collaboration with their HR Business Partner in identifying and developing the options that best suit their service needs.

Some incentives have a cost attached. In the first instance services are expected to call on any existing budgetary provision in consultation with their Assistant Director.

However, where there is no funding provision, requests can be made as part of the business case approval process as set out within this policy.

Managers responsibilities

- Review job roles for all vacancies using the resources and toolkits provided by the council to ensure novel and new ways to advertise jobs and reach candidates are considered.
- Design attractive high quality job adverts using our employer of choice branding.
- Develop well designed job roles whether they be work experience or paid roles that are interesting and varied.
- Actively support career fairs/events and consider work experience placements as an opportunity to promote careers at South Staffordshire Council.
- Consider redesigning jobs and converting the vacancy to provide an opportunity.
 - a. To recruit an apprentice, graduate or trainee role for a work experience student
 - b. For upskilling to facilitate diversity, succession planning and career development for existing staff.
 - c. To support programmes from our local education partners such as Sector Based Work Programmes, Industry placements to support T Level qualifications or short or long-term work experience opportunities.
- Consider and implement appropriate non-financial strategies to promote the attraction and retention of staff.
- Seek advice from HR if you believe grades need to be reviewed or a financial incentive may be required as you will need job evaluation advice and/or to obtain evidence for a business case.
- Obtain approval for any attraction and retention payments.

HR responsibilities

Provide

- Advice on this policy, advertising strategies, job redesign, pay and grading.
- Relevant market data where financial incentives are being considered.
- Marketing information for the council's career events.
- Advice on the employment of apprentices, graduates and work experience students.

WORK EXPERIENCE SCHEME FOR SCHOOLS

The South Staffordshire Student Pledge

Overview

A structured, well planned work experience placement is an effective way of influencing post school: education, career, and employment destinations.

Placements for school students are normally for one week during June and July. However managers can offer to take on a student placement for less than a week if this is more suitable for their service or offer alternative support such as acting as a mentor to a student.

- Placements are prioritised for students who live or study in the South Staffordshire District area.
- Students will be required to produce a brief CV and/or letter of application for the work experience role.
- Students receive an initial induction for their work experience week.
- Each student will have a workplace mentor for the week.
- Students will be provided with a daily allowance (up to £5.00 on production of a receipt) to contribute to travel and subsistence expenses.

Process/application

- Identify tasks for the students and notify HR of details of the placement
- Identify a supervisor for the duration of the placement (students must be supervised at all times).
- Identify ICT equipment.
- HR will match requests with placements.
- See also FAQ's regarding employment responsibilities when students are under 18 years of age.

INTERNSHIP/PAID WORK EXPERIENCE FOR STUDENTS/GRADUATES

Overview

This scheme is aimed at students who are studying at college or university and who are looking for a paid work experience placement.

This will normally take the form of an internship. An internship is a period of work experience lasting for a fixed period of time usually over the summer six-week break, but it can be offered at other times of the year and for a shorter or longer period.

Internships are typically undertaken by students and graduates looking to gain relevant skills.

The internship can be part or full time. It is recommended that the placement is for 20 hours a week for students under the age of 18 to enable them to balance compulsory education/training requirements that apply to 16–18-year-olds.

Salary will normally be based on the council's younger person rates.

The opportunity can be advertised in local schools, at our career events and on the council's website. Students living or studying in the South Staffordshire Council area should be given priority consideration. Individuals who undertake work experience with us can be given prior consideration of any external vacancies once they are suitably experienced/qualified.

Process/application

- Develop a job profile/project and advert.
- Identify a supervisor for the duration of the placement (students must be supervised at all times).
- Identify funding or request funding using the business case proforma in appendix A.
- Once approved, advertise the internship.
- Develop a service induction programme for the intern.
- Identify ICT equipment.
- See also FAQ's regarding employment responsibilities when students are under 18 years of age.

HR will support managers in setting an appropriate payment for any paid work experience
Approval is required from the relevant Assistant Director.

Talent Attraction and Retention Policy

T LEVELS

Overview

T Levels are a new qualification for students aged 16 to 19 in England who've finished GCSEs.

T Levels are vocational courses, and a high-quality technical alternative to A levels. One T Level is worth the same UCAS points as three A Levels.

They are two-year programmes with 80% of that time spent in the classroom, and 20% on a minimum nine-week industry placement with an employer. Placements will last at least 315 hours (approx 45 days).

At the time of writing there are 20 T Levels already available to study. The most relevant ones that apply to Local Government include legal, accountancy, finance, digital and management and administration. The industry placements element gives students an opportunity to develop their practical and technical skills in a role directly relevant to their vocational course. This link provides further information about how [industry placements work](#) and this link sets out the [responsibilities as an employer](#) that managers need to consider.

There is no requirement to pay the student, however it is the policy of the council to contribute towards travel and subsistence expenses. (Up to £5 a day on production of a receipt).

The opportunity can be advertised in local schools, at our career events and on the council's website. Students living or studying in the South Staffordshire Council area should be given priority consideration. Individuals who undertake work experience with us can be given prior consideration of any external vacancies once they are suitably experienced/qualified.

Process/application

- If you're interested in offering an industry placement, contact a school or college on this link [get in touch](#). Once you've found a school or college you'd like to work with, they will support you and your HR Business Partner throughout the process.
- Develop a placement role job description and advert.
- Identify a supervisor for the duration of the placement (students must be supervised at all times).
- Identify funding or request funding using the business case proforma in appendix A.
- Identify appropriate ICT equipment.
- Once approved, advertise the placement.
- Develop a service induction programme for the placement.
- See also FAQ's regarding employment responsibilities when students are under 18 years of age.

HR will support managers in making the arrangements for an industry placement. Approval is required from the relevant Assistant Director.

SECTOR BASED WORK PROGRAMMES (SWAPS)

Overview

South Staffordshire College operate a pre-employment training programme called SWAPS. This is a work programme for individuals (over the age of 19) receiving out of work benefits including Universal Credit. The programme can be part or full time and normally lasts up to 6 weeks and enables individuals to move into the workplace through training and a work experience placement which is linked to a job vacancy which can include apprenticeships or other vacancies. The scheme is ideal for vacancies where on the job training and experience is required. Benefits of a SWAP:

- Can recruit staff with the right training and skills developed through fully funded pre-employment training
- Opportunity to provide work experience placements for potential employees to ensure they are suited to the role
- If there is more than one candidate any remaining candidates can remain on a register until a suitable job vacancy becomes available.
- Opportunity for positive publicity to demonstrate the Council's commitment in removing employment barriers.
- Subject to eligibility we can signpost individuals for financial support and/or provide a payment to cover any related expenses (e.g., travel to work).

Process/application

- Recruiting managers should identify a vacancy and complete the normal approval paperwork stating the recruitment process will be through a SWAP.
- Managers then need to contact South Staffordshire College to collaborate with them in designing a work experience programme for the role.
- HR and the College will support managers regarding advertising and implementing the working experience offer.
- Approval is required from the relevant Assistant Director.

APPRENTICE SCHEME

Overview

Services are asked to positively consider converting vacancies into apprentice or graduate placements prior to any recruitment activity.

- Broadly speaking jobs graded C to D should normally be automatically considered for apprentice opportunities. However, hard to recruit professional posts can also be redesigned for graduates as trainee roles and the apprentice levy can be used to support them in working towards a relevant qualification.

Process/application

- A copy of our Apprentice and Graduate Policy can be found here [Apprentice and Graduates Policy 2021.pdf](#) which provides further information.
- The approval will be in line with existing recruitment approval provisions.

Further information from Jo Evans in Human Resources.



REFER A FRIEND SCHEME

Overview

Refer a friend scheme is a reward for employees who recommend us as an employer.

- If a postholder is appointed to a position at South Staffordshire Council because of a recommendation from one of our employees, the referring employee will receive a cash or voucher benefit that has a net value of £50.00 as a thank you.
- Casual work and contracts for less than 3 months are excluded from the scheme unless otherwise stated/advised.
- Referral of family members are excluded from the scheme.
- The reward can apply multiple times every time an individual post is filled.
- ELT are excluded from participating in the scheme.

Process/application

- To claim the reward employees should email Group HR with the name of the postholder who has been appointed and attach evidence of their recommendation e.g., copy of an email, WhatsApp or other social media message that is date stamped prior to the person applying for the vacancy. If there is more than one claim, the first claim received will be eligible for the reward.

REVIEWING GRADES/CAREER GRADE SCHEMES

Overview

If you have reason to believe that you cannot recruit on the existing grade, there should be a discussion with HR concerning the available options. In the first instance it is worth exploring:

- Job design - to establish if the job description duties are fully capturing the credit that the job can achieve under the council's job evaluation scheme.
- Reviewing any existing career grade roles/schemes and person specification requirements. Sometimes these can fall out of sync with the recruitment market and need to be reviewed.

If you have a hard to recruit vacancy you can also consider redesigning the job and accessing funding for training/qualifications. This could be an opportunity for career development for an existing employee or an opportunity to create an apprentice or graduate vacancy.

MARKET SUPPLEMENTS

Overview

Market supplements are a way of tackling recruitment issues by temporarily increasing the pay awarded to a post, without altering the job evaluation determined grade for that post and may be agreed when it can be shown that the salary range attached to the grade for 'hard to fill' posts is lower than the relevant labour market and this is having an impact on the ability to recruit staff and on service delivery.

This policy should be seen in the context of equal pay and should be read in conjunction with the council's Pay Policy Statement.

- Evidence of a poor response to adverts both in terms of quantity and quality of candidates.
- A post will need to be vacant or new
- A job will have had to be advertised on at least one previous occasion with an unsatisfactory response or
- There is robust market evidence to confirm that recruitment is likely to be unsuccessful, including:
 - Evidence from other similar employers being unable to recruit at a similar salary for a similar post or
 - Evidence of other market data confirms salary levels for the post are lower than the relevant labour market.
- Managers need to prepare a business case for CLT and work with HR to provide supporting market data to justify the payment.
- A full copy of the Market Supplement Policy can be found [here](#)

The payment should be included in the job advertisement and HR will ensure the appropriate provisions are included within the offer letter and written statement of particulars of employment.

GOLDEN HELLO SCHEME

Overview

The Golden Hello scheme consists of a one-off conditional payment made to individuals appointed to defined posts in exceptionally competitive skill shortage areas. The purpose of the scheme is to attract suitable candidates to posts where recruitment is difficult and highly competitive.

- Payments are subject to PAYE and pay awards do not apply to Golden Hello payments.
- The scheme only applies to external candidates applying for a position and does not applying to existing employees.
- Payments will be made as an additional lump sum with the first monthly salary payment.
- If the individual does not successfully complete their probationary period, the payment is reclaimed in proportion to the period in post.
- If the employee leaves the post voluntarily or is dismissed for misconduct or poor performance within 2 years of appointment the payment will be reclaimed on a proportional basis i.e., if the employee had completed 12 of the 24 months 50% of the payment will be reclaimed.
- Health related and redundancy dismissals will not trigger repayments.
- A % payment of the annual salary applies as this will recognise part-time posts on an equal basis as full-time vacancies.
- In setting the amount the recruiting manager and HR need to consider relevant labour market evidence to support the payment of a golden hello.

Process/application

- The recruiting manager and HR identify relevant evidence from the labour market and set an appropriate proposed % value.
- Approval for Golden Hello payments are required from CLT.
- The manager should complete the business case proforma in appendix A in conjunction with their HR Business Partner.
- All business cases should be approved by Corporate Leadership Team. For JNC posts please refer to section 14 of the council's Pay Policy Statement
- The payment should be included in the job advertisement and HR will ensure the appropriate provisions are included within the offer letter and written statement of particulars of employment.

INTERNAL GRADUATE SCHEME HARD TO RECRUIT POSTS

Overview

Services develop a trainee role specification for an existing employee to gain a qualification and/or retrain in a different job area (hard to recruit) through the apprentice levy or where appropriate another course of study.

- The employee would need to be released from their substantive role on secondment to study one day a week and spend the remainder of their working time in the host service gaining practical work experience.
- HR will support managers in setting an appropriate grade for the seconded role which reflects job duties and educational/experience milestones where applicable.
- Secondment agreements would reflect the needs of the service releasing the secondee as well as the host service.
- Where the opportunity is a change of career that results in a reduced salary compared to the employee's substantive salary pay protection will apply (inclusive of the training period) in line with the council's job evaluation policy.
- The employee would be provided with prior consideration to external advertising when they are sufficiently experienced, and a vacancy becomes available.

Process/application

- Managers identify suitable hard to recruit vacancies and redesign with HR to reflect any essential eligibility criteria relating to the study route and that it is a trainee role.
- The approval will be in line with existing recruitment approval provisions.
- The receiving service will fund the salary which will be informed by job evaluation and be linked to educational and/or experience milestones. There will also be quarterly (or more frequent) reviews to monitor progress.
- The vacancy is promoted internally as a career development opportunity for an existing member of staff that wishes to retrain and undergo a career change.

ASPIRE, ANNUAL TALENT MANAGEMENT PROGRAMME

Overview

Supports employees develop knowledge, experience, and confidence to assist with career development and succession planning. To date a third of delegates have gained career or educational advancement. ASPIRE is updated every year to reflect the key developments affecting Local Government and South Staffordshire Council but in general terms covers.

- Psychometric profiles and workshops to help delegates develop a greater awareness of their personal characteristics and how they can use this knowledge to enhance relationship skills, communication skills, and influence.
- A personal mentor/coach to support them throughout the programme.
- Workshops packed full of learning, ideal for enhancing personal development, and to make the shift from operational to strategic thinking.
- Workshops that are specific to council priorities and decision making and developments in Local Government.
- The opportunity to work on a corporate project that is highly relevant to the Council Plan.

ASPIRE is published every year and is a great talent development option for services to tap into to support individuals that wish to develop their career.

Managers are asked to identify rising stars in their team and encourage them to apply to attend the programme.

What health and safety considerations are there concerning the employment of young people?

Health and Safety Executive's (HSE) <https://www.hse.gov.uk/young-workers/employer/index.htm> covers employer responsibilities regarding work experience and employment for young people.

Of particular importance are risk assessments, induction, training and supervision.

Employers' liability insurance

Please notify finance of any new work experience placements so they can notify our insurers.

Safeguarding for under 18s

Training providers are responsible for safeguarding and the welfare of students. Please be aware they will check our policies and procedures to make sure the workplace is a safe environment for their student and may carry out a site visit before the placement. Please provide them with a copy of the council's health and safety policy (including where relevant risk assessments), our safeguarding policy and any induction and training information that they require.

DBS checks

Employers do not generally need to carry out a basic, standard or enhanced Disclosure and Barring Services (DBS) check on members of staff supervising young people aged 16 or 17. However, your training provider may ask a line manager or supervisor to undergo a DBS check if they feel this is necessary.

Induction

Summer work experience placements undergo a corporate induction delivered by HR.

For long-term placements please liaise with your HR Business Partner and jointly agree an induction programme. Using the council's standard new starter induction programme and package as a basis.

Data protection

It is important that both Data Protection and Confidentiality provisions and standards are clearly explained to any placements.

Appendix A

Talent attraction and retention policy

Business Case Proforma - Recruitment or retention incentive payment

1. Details of the Post

Job title

Service.....

No of posts

Grade range and current SCP/£.....

Additional allowances attached to the post.....

2. What type of incentive payment are you seeking and what is the total amount for the post/ posts affected? (If it is a retention payments – these only apply in the most exceptional circumstances at the discretion of Corporate Leadership Team. E.g. this is broader than hard to recruit and service delivery concerns. You would need to demonstrate that the post-holder is critical for the completion of a major project or task and not retaining the post would create a very significant risk for the council. If you are requesting funding for a paid intern/graduate/work experience placement please provide details of how this supports the councils employer of choice and workforce plans. *Note Q's 1,3 & 4 do not apply.*

3. Evidence of recruitment/retention difficulties. (Number of attempts to recruit, number and quality of applications received, exit interview information, recruitment evidence from similar authorities, professional bodies).

4. Labour market evidence to support the business case. (HR to complete)

5. How will the payment be funded? (NB before making a request for corporate funding any underspends within the relevant Assistant Directors services should be utilised in the first instance).

6. Are there any equality and equity considerations. (e.g. are there identical posts or circumstances that the payment should also be considered for)?

Date

Name of Requesting manager

Signature of Assistant Director



South Staffordshire Council

Appendix C

Market Supplement Policy April 2024



www.sstaffs.gov.uk



SOUTH STAFFORDSHIRE COUNCIL

Market Supplement Policy

Introduction

Market supplements are a way of tackling recruitment issues by temporarily increasing the pay awarded to a post, without altering the job evaluation determined grade for that post and may be agreed when it can be shown that the salary range attached to the grade for 'hard to fill' posts is lower than the relevant labour market and this is having an impact on the ability to recruit staff and on service delivery.

This policy should be seen in the context of equal pay and should be read in conjunction with the Council's Pay Policy Statement.

Principles

- It cannot be assumed that simply because other employers offer higher salary levels that South Staffordshire Council will necessarily be able to follow suit.
- Market supplements will only apply to retention of staff where postholders have an identical job description or where Corporate Leadership Team (CLT) determine that the retention of a postholder is critical for the completion of a major project or piece of work that would otherwise pose significant risks to the council if the postholder left. Where this applies the postholder is required to sign an agreement to stay for a specified period determined by CLT or they will be required to repay¹ the retention payment.
- Market supplements will be reviewed in accordance with this policy and adjusted according to market evidence. This could result in no change, an increase, a reduction or removal of the market supplement.
- Market supplements form part of an employee's pay, subject to paye, and will be pensionable subject to the rules of the LGPS.

Criteria for market supplements

When considering market supplements, the Chief Executive and Corporate Leadership Team (CLT) will apply the following criteria to help reach a conclusion.

- A post² will need to be vacant, new or materially changed.
- Evidence of a poor response to adverts both in terms of quantity and quality of candidates or there is evidence from other similar employers being unable to recruit for a similar post.

¹ The period of time will relate to the successful completion of the project/piece of work. If the post-holder leaves prior to the agreed duration they will be required to repay the retention payment. This does not apply in the case of redundancy or ill health retirement.

² Unless it is a retention payment

- Evidence collected by Human Resources that demonstrates more substantial remuneration packages are available for similar posts within the relevant labour market.

Market data

Where possible, at least three examples of comparable jobs, salaries, total package will be required. The relevant manager will research this with Human Resources.

A market supplement is expressed as a fixed cash sum allowance and will not be subject to annual cost of living pay awards. For part-time staff, this will be calculated pro-rata to the hours worked.

Under no circumstances will the market supplement alter the grading of the post determined through job evaluation. The supplement only affects the total pay that the post attracts for the period it is applied and the allowance will normally be paid for 2 years and then reviewed.

Review of market supplements

A review will also be conducted in the following circumstances.

- An individual leaves a post – to check a market supplement is still required/justified.
- If the base salary of a post increases e.g. due to job evaluation or regrade the market supplement will be reduced on a proportionate basis to the increase.
- The market supplement may also be adjusted if incremental progression is likely to place the postholders salary above market rates.
- As part of a 2 yearly review.
 - If a review confirms that there is market evidence to increase the market supplement approval is required.
 - If there is market evidence to decrease or remove the market supplement a period of six months' notice of reduction or withdrawal of the market supplement will be provided to the employee(s) concerned. Where a reduction or cessation is required consultation with the postholder(s) will take place to ensure this is managed in a way that seeks to avoid financial hardship for the postholder(s) whilst ensuring the reduction is achieved within a reasonable timeframe.

Procedure and approval

Step one - The manager will put forward a business case for applying a market supplement. Market evidence confirming the justification for market supplement payments should be included in the business cases. The business case should identify the level of market supplement and explain how it will be funded.

Step two - Corporate Leadership Team (CLT) will consider the proposal.

Step three - The Chief Executive will then make the final decision. In the case of approval for payments for JNC posts, section 14 of the Councils Pay Policy Statement applies.

SOUTH STAFFORDSHIRE COUNCIL**COUNCIL – 26 MARCH 2024****SOUTH STAFFORDSHIRE COUNCIL PLAN 2024 - 2028****REPORT OF THE LEADER OF THE COUNCIL – COUNCILLOR ROGER LEES BEM****Executive Summary**

This report presents to Council the new Council Plan for 2024-28. Every four years the Council produces a new Council Plan, following the election of a new Council. Prior to the plan being produced the relevant data sets are updated, including the Place Narrative and the Locality Profile.

These documents feed into the production of the new plan providing insight into the key challenges and opportunities the district faces, whilst also informing the new vision and priorities. A resident survey is also carried out and again survey results are used to inform plan content.

PART A – SUMMARY REPORT**1. SUMMARY OF PROPOSALS**

1.1 For Council to approve the Council Plan as set out in Appendix 1.

2. SUMMARY IMPACT ASSESSMENT

POLICY/COMMUNITY IMPACT	Do these proposals contribute to specific Council Plan objectives?	
	Yes	
	Has an Equality Impact Assessment (EqIA) been completed?	
	Yes	
	Has a Data Protection Impact Assessment been completed?	
	No	
SCRUTINY POWERS APPLICABLE	No	Report to Overview and Scrutiny Committee
KEY DECISION	No	Council Decision 26 March 2024
TARGET COMPLETION/ DELIVERY DATE	1 April 2024.	

FINANCIAL IMPACT	Yes	The Council Plan priorities will be delivered within the Council's financial budgets.
LEGAL ISSUES	No	None
STRATEGIC RISK	Yes	Any potential risks will be mitigated through the delivery of the Council's priorities and associated performance indicators. Regular monitoring will be carried out by the Integrated Performance Management process.
OTHER IMPACTS, RISKS & OPPORTUNITIES including climate impacts and health impacts if applicable	The Council Plan will support the wider agenda around climate change and the health and wellbeing of our communities.	
IMPACT ON SPECIFIC WARDS	No	The Council Plan is a district wide plan.

PART B – ADDITIONAL INFORMATION

3. INFORMATION

The Council Plan 2024-28, sets out our ambition for the next four years. The plan has been produced with assistance from a cross party Member Working Group, who have met to discuss the development of the new plan.

The plan is informed by data and intelligence, primarily the use of two key documents; the Place Narrative 2023 and the Locality Profile 2023. Both of which have been updated to include 2021 Census Data for the District.

The resident survey provides a strong voice for our residents. Results of the survey have been utilised to further inform our direction through the new Council Plan and in developing the Council's priorities. Highlights from the resident survey include:

- South Staffordshire is a place where our residents choose to live.
- There is a strong sense of community spirit in our villages.
- Our natural environment is a key factor in making South Staffordshire an attractive place to live.
- Residents identify themselves strongly with the village in which they live, adding to their strong sense of community pride.

The Council Plan 2024-28 is divided into two sections the first section includes:

Introduction – This focuses on the key messages from the resident survey, and what they want to see for the future of our District. It also highlights some of the key challenges and opportunities we face over the next few years.

Council Plan Vision – A Place of Vibrant communities – this was the vision that most resonated with residents through the survey.

Council Plan Priorities – Four priorities have been highlighted - Economic Growth, Sustainable Environment, Empowering our Communities, and Financial Stability. Our priorities are underpinned by key service objectives.

The second section focuses on how the plan will be delivered and includes:

Our Council – How we will deliver the Council Plan through our services. These are all highlighted, alongside our key enabling plans and corporate documents.

The Community lens – Throughout the four years of the plan we will regularly consult and engage with our communities.

Working with partners – This section builds on the Council’s mantra of who is best placed to deliver and acknowledges the importance of partnership working to keeping the district thriving.

Measuring our performance – The Council Plan will be measured and monitored through the Council’s Integrated Performance Management framework, which will include the voices of our residents, staff and peers.

4. IMPACT ASSESSMENT – ADDITIONAL INFORMATION

4.1 None

5. PREVIOUS MINUTES

5.1 None

6. BACKGROUND PAPERS

None

7. APPENDICES

- Appendix 1 – Council Plan

8. RECOMMENDATION

8.1 That Council approves the Council Plan 2024 – 2028

Report prepared by: Dave Heywood – Chief Executive



Council Plan 2024-2028



Contents

Welcome to our Council Plan
for 2024-2028

Page 3

About South Staffordshire
Introduction

Page 4

Page 5

Vision and priorities

Council Plan vision

Page 6

Financial stability

Page 7

Economic growth

Page 8

Sustainable environment

Page 9

Empowering our communities

Page 10

Delivery

Our council

Page 11

Working in partnership

Page 12

Community engagement

Page 13

Measuring our performance

Page 14

20
Wards

27
Parishes

5
Localities

Welcome to our Council Plan for 2024-2028.



89% of residents who completed the council’s annual survey would recommend South Staffordshire as a place to live.

South Staffordshire’s attractive villages, countryside, and open spaces are the special characteristics valued by local people and visitors alike. The district’s low crime rate means it’s a safe place to bring up a family or retire to - and a place where being involved with your community adds to a feeling of wellbeing.

With this Council Plan, we aim to build on our strong foundations and continue to be a place where residents are proud to live, and a place where people want to visit and work.

Financial stability is at the forefront of our planning. We have one of the lowest council taxes in England, and it remains our priority to deliver services which provide value for money for residents.

This plan outlines the strategic direction of the council and sets out our vision and priorities for the next four years.

Our priorities include:

- » Retaining a prudent financial approach, while continuing to provide value for money for our residents and businesses across the range of services the council provides.
- » Recognising the need for continued housing growth to support our communities and sustain our villages, but planned in a sensitive and sympathetic way.
- » Continuing to actively promote economic prosperity supporting better skilled job opportunities in and around the district.
- » Preserving and enhancing our green environment.
- » Protecting the distinctiveness of our communities, utilising our locality working model to further promote South Staffordshire villages as a ‘community of communities’.
- » Supporting the wellbeing of our communities.

Councillor Roger Lees BEM
Leader of South Staffordshire Council

Over the last few years, we have experienced many challenges which have impacted our communities, and throughout this period we have continued to deliver high quality services which provide value for money for our residents.



About South Staffordshire

Our people

From 2011 to 2021, the overall population of South Staffordshire increased by 2.2% - compared to a national increase of 6.6%.

Our population continues to age.

Nearly 25% of South Staffordshire's population is aged over 64.

The district saw a reduction of 3.8% in people aged 15 to 64 years.

Life expectancy in South Staffordshire is relatively high, but ageing well remains a challenge.



Kingswood Trust

Penkridge housing development



Our place

89% of residents* would recommend South Staffordshire as a place to live.

**Residents' Survey 2023*

Over 80% of land in the district is designated green belt, which is highly valued by local people.

South Staffordshire has low crime levels.

The district has a strong record of economic investment.



Kinver Rock Houses



Kingswood Trust



Essington Pools

Introduction

In May 2023, South Staffordshire residents elected a new council which will now serve them through to 2027. This plan reflects the council's priorities, as set out by members for the next four years - and includes an ambitious delivery programme focused on addressing today's challenges, so we can all look forward to a thriving future.

Since the production of our last Council Plan, the council, our partners, and our communities have experienced many challenges, including the pandemic; Brexit; asylum and refugee support schemes; and the cost of living crisis brought on by the global economic crisis from the war in Ukraine and the conflict in the Middle East. The legacy of these challenges have inevitably left their mark, with some, like the cost of living, still presenting issues within our communities.

In response to these challenges, the council has remained nimble and connected, responding to local priorities and despite the pressures and uncertainty, we continue to move forward and make strides with our ambitions. This plan sets out how the council and its partners can do all that we can to ensure the communities of South Staffordshire continue to thrive.

The Council Plan sets out our vision and four priorities which we will deliver on over the next four years. We will continue to move forward and progress with our ambitions to keep our communities vibrant.

The council's vision as **a place of vibrant communities** will be delivered through four priorities:

- **Financial stability**
- **Economic growth**
- **Sustainable environment**
- **Empowering our communities**

Council Plan vision

Vision: A place of vibrant communities

A place where people want and aspire to live: Responses from our Residents' Surveys regularly highlight that South Staffordshire is a place where people want and aspire to live. An important feature of ensuring this remains the case is our retention of the natural environment. Over 80% of our district is designated green belt and residents have made it clear this should be retained.

Preserving our natural environment: Although villages have inevitably grown over the years, there is still a sense of strong community spirit. A challenge going forward will continue to be around meeting the needs of our communities and balancing sustainable growth within our villages, while maintaining a strong local village identity.

Housing mix and affordability: A priority of the council when planning future housing growth is ensuring there is the right mix of housing to attract new families into the district, while also enabling our younger population to stay, live, and work in and around South Staffordshire.

Supporting and creating a healthy, active ageing population: The latest national census highlights the district's population is continuing to age beyond the national average. However, while our population is ageing, it is not necessarily ageing well; therefore it will be a priority of the council to work with partner organisations to keep our residents healthy into retirement and beyond.



Council Plan priorities

The council’s vision as a place of vibrant communities will be delivered by four over-arching priorities, which will frame how services will be designed and delivered.



Penn Common

Financial stability

- Retain an agile and adaptable workforce.
- Deliver a quality commercial portfolio for rent.
- Retain value-for-money services.
- Increase our commercial income.

The council’s financial position is strong because of timely and well-managed decisions taken over the last four years, despite some very challenging periods. We have been on a huge commercial journey; going from being an authority with no history of borrowing to invest, to one which now thinks and acts commercially for the wider benefit of the community and has invested in a number of sound financial acquisitions and commercial developments that have supported the ongoing delivery of front-line services. Commercial assets now have a market value of £34.9 million, and generate a sustainable ongoing commercial investment.

The council has continued to invest in its workforce and post-pandemic introduced a new hybrid operating model and a new Community Hub that is the home of the council, as well as a range of private, public, and voluntary organisations. This approach has contributed greatly to the ongoing financial stability and performance of the council, and over the next four years there will be a continued emphasis on delivering services this way and further enhancing our work within our villages.



*An artist's impression of
West Midlands Interchange*

Economic growth

- **Deliver growth for our communities and businesses.**
- **Maximise the district's assets to attract inward investment and create jobs.**
- **Connect our education sector partners and our businesses to support skills development.**

We will continue to grow our economic base working with partners in a sensitive way, to retain the features that people value, while ensuring that South Staffordshire is forward-facing. This collaborative way of working is particularly valuable to maintaining South Staffordshire's successful economic performance. It is important that we encourage

growth and investment so South Staffordshire is a place where businesses can start, grow and prosper and continue to make a significant contribution to regional economic growth. Major developments are taking place at i54, Logic 54, and the West Midlands Interchange. Our plans for inclusive growth will help to increase prosperity for residents.



Sustainable environment

- **Maintain safe, clean and thriving communities.**
- **Deliver on our climate change agenda.**
- **Ensure planning policy addresses issues of sustainable and inclusive communities.**
- **Deliver the right housing mix to sustain our vibrant and distinct villages.**
- **Protecting the safety and wellbeing of our communities.**
- **Preventing and reducing waste.**

We are committed to reducing our carbon emissions and to mitigate climate change in the district. We have set an overall target of getting to net zero carbon emissions for the council by 2050.

We recognise that in order to reach this goal we have a lot to achieve over the lifespan of this Council Plan. In order to do this we are drawing up a local action plan which sets out our ambitions and what actions we need to do and when.

To deliver this plan we will continue to work with our communities and businesses to mitigate the effects of climate change, and a key feature of this work will be to decarbonise our own operations and our estate and maximise recycling opportunities through our waste services.

We will also continue to prioritise providing a safe environment for our communities through continued environmental health support.



*Volunteers from Wombourne
Best Kept Village group*

Empowering our communities

- **Provide excellent leisure facilities and exercise programmes that improve the health and wellbeing of our residents.**
- **Deliver universal welfare and housing support services.**
- **Enabling digital inclusion whilst supporting inclusion for all.**
- **Strong community engagement.**

Over the next four years we will work closely with our partners and our communities and continue to provide a strong leisure offer through our leisure centres, country parks and wider community exercise programmes. There is a strong district-level strategic partnership of public and voluntary sector organisations who we engage with on local priorities. Our Localities+ model brings to life a three-tier working model of county, district and parish councils co-ordinating work across the five localities in South Staffordshire. Regular Parish

Summits bring stakeholders together to respond to issues and challenges that are best addressed through our collective efforts, such as health and wellbeing. Our approach is collaborative and considers issues in the broadest possible sense.

Together with our partners we will continue providing a range of welfare and housing support, advice and guidance to residents in need.

Our council

The Council Plan's vision and four priorities will be delivered by a range of services and functions that the council has responsibility for. This will be underpinned by strong partnership working and ongoing engagement with users of our services and with our local business communities.

Small

enough to remain close to our communities, but big enough to make a difference.

Nimble

enough to remain flexible to respond to community sensitivities, but unfaltering on the ambition for the district.

Connected

enough to forge productive ways of working, and confident to innovate to grow our digital agenda and locality plus programme.

External services

Community services

- Leisure centres
- Open spaces (Baggeridge Country Park; Shoal Hill Common; Wombrook Walk)
- Street Scene (includes environmental crime; bereavement)
- Waste and recycling
- Environmental health and licensing
- Community safety
- Emergency planning and business continuity

Corporate Governance

- Elections
- Legal

Enterprise and planning

- Planning development management
- Strategic planning (including housing strategy)
- Planning enforcement
- Building control
- Business enterprise and inward investment
- Business support and growth

Welfare

- Council tax and business rates
- Benefits and welfare support
- Disabled facilities grants
- Housing options and homelessness

Internal services

- Business transformation and digital services
- Human resources and organisational development
- Member support
- Policy development
- Facilities management
- Financial services
- Communications
- Contact centre

Commercial activity

- Industrial and business parks
- Leisure centres
- Codsall Community Hub
- Hinksford Park
- Commercial portfolio



Working in partnership

We see our vision as the long term development of a strong, sustainable and inclusive district, where we are contributing to the wellbeing of our communities, our economic base and the quality of life of our residents.

An important function the council plays is its community leadership and facilitating role, trying to influence services where the council has not got direct responsibility for a public sector service.

The council’s mantra has always been to work in partnership with other organisations, very much taking a ‘who’s best placed to deliver’ approach. As a local community leader, we will continue to deliver the priorities of the council, working closely with external partners, and meeting the needs of our communities.



Our Localities+ model brings together the three tiers of local government. Virtual Forums and Parish Summits are held throughout the year to tackle priorities at a local level. The council’s eight locality enablers play a key role as the eyes and ears of our communities.

The South Staffordshire Business Partnership sets out our role in supporting local businesses, who we recognise are key in our communities. As well as economic partnerships within Staffordshire we also work cross boundary in order to strengthen the prosperity of the district.

Partnership working is strong in the district with partners meeting quarterly to deliver on joint priorities. Health, housing, police, and voluntary and community colleagues remain focused on working together using data and intelligence to inform delivery.

The South Staffordshire Community Safety Partnership continues to be a good example of how partners work together to address local issues, keeping South Staffordshire a safe place to live.



Economic wellbeing
South Staffordshire Business Partnership
Inward investment and regeneration funds
People and skills
Community Wellbeing
Better health
Ageing well
Community is the Best Medicine

Community engagement

South Staffordshire Council sees our residents as key stakeholders, and know that good community engagement will lead to better services and better outcomes for all our communities.

Throughout the four years of this Council Plan we will continue to work with our residents to improve, develop and design our services.



Parish Summit





Measuring our performance

**Strong
finances**

**Strong
council**

**Strong
communities**

Our residents will tell us through an annual residents survey.

Our staff will tell us through an annual staff survey.

Our performance tells us through consistently meeting our Council Plan targets.

Our peers tell us through the LGA Peer Review; national awards/ recognition.

For further information about South Staffordshire go to the Place Narrative 2023 and the Locality Profile 2023, for documents supporting the council plan, go to the links below:



Key documents/enabling policies

- [Medium Term Financial Strategy](#)
- [Emerging Local Plan](#)
- [Housing and Homelessness Strategy](#)
- [Digital Strategy](#)
- [Locality Framework](#)
- [Capital Strategy](#)
- [Waste Strategy](#)
- [Community Safety Partnership Plan](#)
- [Climate Change Strategy and Action Plan](#)

We measure the performance and progress against our Council Plan through the Integrated Performance Management Framework which is reported to Cabinet and Overview and Scrutiny.

