

TO:- Cabinet

Councillor Roger Lees BEM ,Councillor Victoria Wilson ,Councillor Rita Heseltine ,Councillor Kath Perry MBE
,Councillor Robert Reade ,

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

Date: Tuesday, 04 June 2024

Time: 14:00

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



D. Heywood
Chief Executive

A G E N D A

Part I – Public Session

- | | | |
|----------|---|----------------|
| 1 | Minutes
To approve the minutes of the meeting of Cabinet held on 30 April 2024. | 1 - 2 |
| 2 | Apologies

To receive any apologies for non-attendance. | |
| 3 | Declarations of Interest

To receive any declarations of interest. | |
| 4 | Revision to the Staffordshire Leaders Board
Report of Chief Executive | 3 - 18 |
| 5 | Council Plan 2020-2024 Outturn
Report of the Corporate Director, Chief Operating Officer | 19 - 28 |

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 **Cabinet**
South Staffordshire Council held in the
Meeting Room 4 Community Hub,
Wolverhampton Road, Codsall, South
Staffordshire, WV8 1PX on Tuesday, 30
April 2024 at 14:00

Present:-

Councillor Rita Heseltine, Councillor Roger Lees, Councillor Kath Perry, Councillor Robert Reade, Councillor Victoria Wilson

43 MINUTES

RESOLVED: that the minutes of the meeting of Cabinet of 16 April 2024 be approved and signed by the Chairman.

44 APOLOGIES

There were no apologies.

45 DECLARATIONS OF INTEREST

Councillor Rita Heseltine declared an interest in Agenda Item 4 as Perton Parish Council were one of the potential grant recipients. Councillor Heseltine left the room during consideration of this item.

46 ALLOCATION OF UK SHARED PROSPERITY FUNDING

RESOLVED: that members approved the Allocation of UK Shared Prosperity Funding with the recommendations:

Perton Parish Council to contribute to the refurbishment of Perton Sports Pavilion and Community Hall.

R.J. Bower Ltd to contribute to the conversion of a redundant farm building to expand the offer at Play @ Lower Drayton Farm.

Energy Bolting Ltd to contribute to the purchase of specialist thread rolling equipment.

The Meeting ended at: 14:15

CHAIRMAN

SOUTH STAFFORDSHIRE COUNCIL**CABINET – 4 JUNE 2024****REVISION TO THE STAFFORDSHIRE LEADERS BOARD****REPORT OF CHIEF EXECUTIVE****LEAD CABINET MEMBER – COUNCILLOR ROGER LEES BEM – LEADER OF THE COUNCIL****PART A – SUMMARY REPORT****1. SUMMARY OF PROPOSALS**

- 1.1 In January 2022 Cabinet agreed to the Council's participation in the Staffordshire Leaders Board and appointed the Leader of the Council as the Council's representative on the Board.

The current membership of the Board comprises Staffordshire County Council and all District and Borough Councils in Staffordshire. The Board is proposing to expand the membership to include Stoke-on-Trent City Council. This was envisaged when the Board was established in 2022 was included in the original report to Cabinet.

The revised Terms of Reference for the Board, to include Stoke on Trent City Council are attached as Appendix 1 to this report.

2. SUMMARY IMPACT ASSESSMENT

POLICY/COMMUNITY IMPACT	Do these proposals contribute to specific Council Plan objectives?	
		Overall delivery of Council Plan objectives
	Has an Equality Impact Assessment (EqIA) been completed?	
		No – change to membership of Joint Committee so no equality impacts.
SCRUTINY POWERS APPLICABLE	Yes	The Constitution and associated protocol provides that front line Councillors, the Monitoring Officer, and the Section 151 Officer will have five clear working days following dispatch of a notification of a proposed decision in which to call in for scrutiny, decisions proposed by the Cabinet or its members. In accordance with the provisions of the Constitution and associated protocol, any two or more members wishing to request that this proposed decision should be called in for scrutiny should do so by giving notice to the Corporate

		Director of Governance either by e-mail or in writing before the end of the fifth day specifying the reason or reasons therefore. The Corporate Director of Governance will then call in the proposed decision and arrange for it to be considered by the Overview and Scrutiny Committee/relevant Scrutiny Panel. A copy of such notice must also be sent to the Lead Cabinet Member either by email or in writing by the end of the fifth day. This proposed decision will be confirmed and implemented or, where appropriate, referred to the Council for consideration at its next meeting, on or after the date to be notified upon circulation of the minutes of the meeting of the Cabinet, unless called in for scrutiny by that date.
KEY DECISION		No
TARGET COMPLETION/ DELIVERY DATE	11 July 2024	
FINANCIAL IMPACT		None
LEGAL ISSUES		The Joint Committee acts as a Joint Committee under Section 9EB of the Local Government Act 2000 and pursuant to Regulation 11 of the Local Authorities (Arrangement for the Discharge of Functions) (England) Regulations 2012. The establishment of joint arrangements in respect of executive functions rests with the Cabinet.
OTHER IMPACTS, RISKS & OPPORTUNITIES		Stronger two tier working with other Council's across Staffordshire.
IMPACT ON SPECIFIC WARDS		No

PART B – ADDITIONAL INFORMATION

3. INFORMATION

- 3.1 In January 2022 Cabinet agreed to the establishment of a Joint Committee to be known as the Staffordshire Leaders Board.
- 3.2 The Leaders Board has been operating successfully in the intervening period and at a recent meeting, the Board agreed to admit Stoke on Trent City Council to the Board and to revise the Terms of Reference accordingly.

- 3.3 No other changes are proposed and full details of the original decision can be seen [here](#).
- 3.5 Should Cabinet agree this amendment, it will be formally considered for approval of the Leaders Board at the 11 July meeting.

4. IMPACT ASSESSMENT – ADDITIONAL INFORMATION

- 4.1 None

5. PREVIOUS MINUTES

- 5.1 Cabinet 11 January 2022

6. BACKGROUND PAPERS

- 6.1 None

7. APPENDICES

Appendix 1 – Revised Terms of Reference for the Staffordshire Leaders Board

8. RECOMMENDATION

- 8.1 To agree the revised of the Terms of Reference of the Staffordshire Leaders Board to allow the inclusion of Stoke on Trent City Council.

Report prepared by: Dave Heywood, Chief Executive



Staffordshire

The Staffordshire Leaders' Board Constitution for the Joint Committee

1. Purpose

- 1.1 To establish a Joint Committee of the local authorities in Staffordshire and Stoke-on-Trent to explore opportunities for improved joint working and to develop plans for potential devolution of powers from Government through a County Deal or similar arrangements.

2. Governance

- 2.1 The Joint Committee will act as a Joint Committee under Section 9EB of the Local Government Act 2000 and pursuant to Regulation 11 of the Local Authorities (Arrangement for the Discharge of Functions) (England) Regulations 2012.
- 2.2 The Joint Committee will be known as the Staffordshire Leaders' Board ("the Leaders' Board").
- 2.3 The Leaders' Board will comprise the local authorities within the Staffordshire and Stoke-on-Trent area: Cannock Chase District Council, East Staffordshire Borough Council, Lichfield District Council, Newcastle-under-Lyme Borough Council, South Staffordshire District Council, Stafford Borough Council, Staffordshire County Council, Staffordshire Moorlands District Council, Stoke-on-Trent City Council and Tamworth Borough Council ("the constituent authorities").
- 2.4 Political Proportionality rules will not apply to the Leaders' Board as constituted.
- 2.5 The Leaders' Board will be a legally constituted body with powers delegated to it by the constituent authorities in the following areas:
 - a) to prioritise and make decisions on the use of the funding that the Leaders' Board may influence or control.
 - b) to review future governance requirements and delivery arrangements and develop options as to how these can be best achieved in Staffordshire and Stoke-on-Trent for consideration by the constituent authorities.



Staffordshire

- c) to have direct oversight of the projects and initiatives which the Leaders' Board has initiated or over which it has control of the funding.
 - d) to jointly discharge any function expressly given to it by any or all constituent members
 - e) to have oversight of other key projects and initiatives within its remit as set out herein.
- 2.6 The Leaders' Board will not hold funds or monies on behalf of the constituent authorities.
- 2.7 Should the Leaders' Board work plan necessitate a change in the delegated powers and terms of reference of the Leaders' Board any such change would require the approval of all the constituent authorities.
- 2.8 These terms of reference will be reviewed on a biennial basis or sooner if necessary.

3. Remit

- 3.1 The remit of the Leaders' Board will be:
- i. To develop options for a devolution deal or deals for Staffordshire and Stoke-on-Trent with HM Government. For the avoidance of doubt, it is not intended that these Terms of Reference place any restriction on the form or scope such a deal or deals.
 - ii. To oversee the alignment of relevant local authority action on Climate Change, Waste and Sustainability.
 - iii. To oversee the alignment of relevant local authority plans for enterprise development and organisation of business voice.
 - iv. To coordinate the alignment of local authority interaction with the Health sector in Staffordshire.
 - v. To oversee the alignment of relevant local authority plans for future development and infrastructure.
 - vi. To coordinate the alignment of relevant local authority plans in relation to Housing and Homelessness.



Staffordshire

- vii. To develop Staffordshire-wide joint initiatives to enhance local government efficiency and effectiveness.
- viii. To develop plans and coordinate delivery for strategic economic growth that spans local boundaries.
- ix. To develop opportunities for joint action with respect to addressing social inequalities across the geography.
- x. To act as a conduit for coordinated engagement with other sub-regional and regional bodies the Midlands Engine and Midlands Connect.
- xi. Where appropriate, to agree shared priorities and bids for funding to existing and new external funding sources.
- xii. To monitor and evaluate projects and programmes of activity commissioned directly by the Committee.
- xiii. To communicate and, where collectively agreed, to align activity across Staffordshire and Stoke-on-Trent on a range of other key public priorities that affect citizens.
- xiv. To prioritise and make decisions on the use of the funding that the Committee may influence or control.

4. Membership

- 4.1 One member from each constituent authority (such member to be the Leader from each constituent authority) and for the purposes of these terms of reference this member will be known as the principal member.
- 4.2 Each constituent authority to have a named substitute member who must be an executive member.
- 4.3 Where both the principal member and the substitute member attend a meeting of the Leaders' Board the principal member shall be deemed as representing their authority by the Chair or Vice Chair.
- 4.4 In the event of any voting member of the Leaders' Board ceasing to be a member of the constituent authority which appointed him/her, the relevant constituent authority shall as soon as reasonably practicable appoint another voting member in their place.



Staffordshire

- 4.5 Where a member of the Leaders' Board ceases to be a Leader of the constituent authority which appointed him/her or ceases to be a member of the Executive of the constituent authority which appointed him/her, he/she shall also cease to be a member of the Leaders' Board and the relevant constituent authority shall as soon as reasonably practicable appoint another voting member in their place.
- 4.6 Each constituent authority may remove its principal member or substitute member and appoint a different member or substitute as per that authority's rules of substitution, and by providing twenty-four hours' notice to the Chair or the Secretary.
- 4.7 The Leaders' Board may from time to time co-opt additional non-voting members ("co-opted members") with the agreement of all the constituent authorities but such co-opted members will not be members or officers of the constituent authorities.
- 4.8 Each constituent authority may individually terminate its membership of the Leaders' Board by giving three months written notice of its intent to leave the Leaders' Board to the Chair or the Secretary. At the end of these three months, but not before, the authority will be deemed to no longer be a member of the Leaders' Board.
- 4.9 Where an authority has previously terminated its membership of the Leaders' Board it may rejoin the Leaders' Board with immediate effect on the same terms as existed prior to its departure.

5. Quorum

- 5.1 The quorum shall be 5 members. No business will be transacted at a meeting unless a quorum exists at the beginning of a meeting. If at the beginning of any meeting, the Chair or Secretary after counting the members present declares that a quorum is not present, the meeting shall stand adjourned.

6. Chair and Vice Chair

- 6.1 The Chair of the Leaders' Board will be the principal member of Staffordshire County Council (subject to para 6.3 below)
- 6.2 The position of Vice Chair shall be filled by the principal member of Stoke-on-Trent City Council (subject to para 6.3 below)



Staffordshire

- 6.3 The Leaders' Board will vote annually at its first meeting after all the constituent authorities' annual meetings as to whether the Chair should continue to be the principal member of the County Council. An annual vote will also take place as to whether the Vice-Chair should continue to be the principal member of Stoke-on-Trent City Council, or in each case, should be the principal member of one of the other constituent authorities, with the option to rotate both roles annually.
- 6.4 The Chair or in their absence the Vice Chair or in their absence the member of the Leaders' Board elected for this purpose, shall preside at any meeting of the Leaders' Board.
- 6.5 Appointments will be made in May of each year.
- 6.6 Where, at any meeting or part of a meeting of the Leaders' Board both the Chair and Vice Chair are either absent or unable to act as Chair or Vice Chair, the Leaders' Board shall elect one of the members of the Leaders' Board present at the meeting to preside for the balance of that meeting or part of the meeting, as appropriate. For the avoidance of doubt, the role of Chair and Vice Chair vests in the principal member concerned and in their absence the role of Chair or Vice Chair will not automatically fall to the relevant constituent authority's substitute member.

7. Voting

- 7.1 One member, one vote for each constituent authority.
- 7.2 All questions shall be decided by a majority of the votes of the members present, the Chair having the casting vote in addition to their vote as a member of the Committee. Voting at meetings shall be by show of hands.
- 7.3 On the requisition of any two Members, made before the vote is taken, the voting on any matter shall be recorded by the Secretary so as to show how each Member voted and there shall also be recorded the name of any Member present who abstained from voting.

8. Sub-Committees and Advisory Groups

- 8.1 The Leaders' Board may appoint sub-committees from its membership as required to enable it to execute its responsibilities



Staffordshire

effectively and may delegate tasks and powers to the sub-committee as it sees fit.

- 8.2 The Leaders' Board may set up advisory groups as required to enable it to execute its responsibilities effectively and may delegate tasks as it sees fit to these bodies, which may be formed of officers or members of the constituent authorities or such third parties as the Leaders' Board considers appropriate.

9. Hosting and Administration

- 9.1 The Leaders' Board will at their first meeting decide which of the constituent authorities will be the host authority, and the Head of Democratic Services (or equivalent post) from that authority shall be Secretary to the Committee ("the Secretary").
- 9.2 The Leaders' Board will at their first meeting decide which of the constituent authorities will provide the s151 Officer role
- 9.3 The Leaders' Board will at their first meeting decide which of the constituent authorities will provide the Monitoring Officer & Legal Adviser to the Leaders' Board.
- 9.4 The administrative costs of supporting the committee will be met equally by the constituent authorities, with each authority being responsible for receiving and paying any travel or subsistence claims from its own members.
- 9.5 The functions of the Secretary shall be:
- a) to maintain a record of membership of the Leaders' Board and any sub-committees or advisory groups appointed
 - b) to publish and notify the proper officers of each constituent authority of any anticipated "key decisions" to be taken by the Leaders' Board to enable the requirements as to formal notice of key decisions as given under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 to be met;
 - c) to carry out such notification to and consultation with members of any appointing constituent authority as may be necessary to enable the Leaders' Board to take urgent "key decisions" in accordance with the requirements of the Local Authorities



Staffordshire

(Executive Arrangements) (Meetings and Access to Information)
(England) Regulations 2012;

- d) to summon meetings of the Leaders' Board or any sub-committees or advisory groups;
- e) to prepare and send out the agenda for meetings of the Leaders' Board or any sub-committees or advisory groups; in consultation with the Chair and the Vice Chair of the Committee (or sub-committee/ advisory group);
- f) to keep a record of the proceedings of the Leaders' Board or any sub-committees or advisory groups, including those in attendance, declarations of interests, and to publish the minutes;
- g) to take such administrative action as may be necessary to give effect to decisions of the Leaders' Board or any sub-committees or advisory groups;
- h) to perform such other functions as may be determined by the Leaders' Board from time to time

10. Meetings

- 10.1 The Leaders' Board will meet no less than every four months and meetings will be aligned where necessary with deadlines for decisions on resources and investment plans.
- 10.2 Meetings will be held at such times, dates and places as may be notified to the members of the Leaders' Board by the Secretary, being such time, place and location as the Leaders' Board shall from time to time resolve.
- 10.3 Meeting papers will be circulated five clear working days in advance of any meeting. The Chair may choose to accept or reject urgent items that are tabled at any meeting.
- 10.4 Additional ad hoc meetings may be called by the Secretary, in consultation, where practicable, with the Chair and Vice Chair of the Committee, in response to receipt of a request in writing, which request sets out an urgent item of business within the functions of the Leaders' Board, addressed to the Secretary:
 - (a) from and signed by two members of the Leaders' Board, or
 - (b) from the Chief Executive of any of the constituent authorities.



Staffordshire

- 10.5 The Secretary shall settle the agenda for any meeting of the Leaders' Board after consulting, where practicable, the Chair or in their absence the Vice Chair; and shall incorporate in the agenda any items of business and any reports submitted by:
- (a) the Chief Executive of any of the constituent authorities;
 - (b) the Chief Finance Officer to any of the constituent authorities;
 - (c) the Monitoring Officer to any of the constituent authorities; or
 - (d) any two Members of the Leaders' Board.
- 10.6 The Leaders' Board shall, unless the person presiding at the meeting or the Leaders' Board determines otherwise in respect of that meeting, conduct its business in accordance with the procedure rules set out in paragraph 13 below.

11. Access to Information

- 11.1 Meetings of the Leaders' Board will be held in public except where confidential or exempt information, as defined in the Local Government Act 1972, is being discussed.
- 11.2 These rules do not affect any more specific rights to information contained elsewhere under the law.
- 11.3 The Secretary will ensure that the relevant legislation relating to access to information is complied with. Each constituent authority is to co-operate with the Secretary in fulfilling any requirements.
- 11.4 Any Freedom of Information or Subject Access Requests received by the Leaders' Board should be directed to the relevant constituent authority(s) for that authority to deal with in the usual way, taking account of the relevant legislation. Where the request relates to information held by two or more constituent authorities, they will liaise with each other before replying to the request.

12. Attendance at meetings

- 12.1 The Chair may invite any person, whether a member or officer of one of the constituent authorities or a third party, to attend the meeting and speak on any matter before the Leaders' Board.



Staffordshire

- 12.2 Third parties may be invited to attend the Leaders' Board on a standing basis following a unanimous vote of those present and voting.
- 12.3 Where agenda items require independent experts or speakers, the Officer or authority proposing the agenda item should indicate this to the Secretary and provide the Secretary with details of who is required to attend and in what capacity. The participation of independent experts or speakers in Leaders' Board meetings will be subject to the discretion of the Chair.

13. Procedure Rules

13.1 Attendance

- 13.1.1 At every meeting, it shall be the responsibility of each member to enter their name on an attendance record provided by the Secretary from which attendance at the meeting will be recorded.

13.2 Order of Business

- 13.2.1 Subject to paragraph 13.2.2, the order of business at each meeting of the Leaders' Board will be:
- i. Apologies for absence
 - ii. Declarations of interests
 - iii. Approve as a correct record and sign the minutes of the last meeting
 - iv. Matters set out in the agenda for the meeting which will clearly indicate which are key decisions and which are not
 - v. Matters on the agenda for the meeting which, in the opinion of the Secretary are likely to be considered in the absence of the press and public
- 13.2.2 The person presiding at the meeting may vary the order of business at the meeting.

13.3 Disclosable Pecuniary Interests

- 13.3.1 If a Member is aware that he/she has a disclosable pecuniary interest in any matter to be considered at the meeting, the



Staffordshire

Member must withdraw from the room where the meeting considering the business is being held:

- (a) in the case where paragraph 13.3.2 below applies, immediately after making representations, answering questions or giving evidence;
- (b) in any other case, wherever it becomes apparent that the business is being considered at that meeting;
- (c) unless the Member has obtained a dispensation from their own authority's Standards Committee or Monitoring Officer. Such dispensation to be notified to the Secretary prior to the commencement of the meeting.

- 13.3.2 Where a member has a disclosable pecuniary interest in any business of the Leaders' Board, the Member may attend the meeting (or a sub-committee or advisory group of the committee) but only for the purpose of making representations, answering questions or giving evidence relating to the business, provided that the public are also allowed to attend the meeting for the same purpose, whether under a statutory right or otherwise.

13.4 Minutes

- 13.4.1 There will be no discussion or motion made in respect of the minutes other than except as to their accuracy. If no such question is raised or if it is raised then as soon as it has been disposed of, the Chair shall sign the minutes.

13.5 Rules of Debate

- 13.5.1 A Member wishing to speak shall address the Chair and direct their comments to the question being discussed. The Chair shall decide the order in which to take representations from members wishing to speak and shall decide all questions of order. Their ruling upon all such questions or upon matters arising in debate shall be final and shall not be open to discussion.
- 13.5.2 A motion or amendment shall not be discussed unless it has been proposed and seconded. When a motion is under debate no other motion shall be moved except the following:
- i. To amend the motion
 - ii. To adjourn the meeting



Staffordshire

- iii. To adjourn the debate or consideration of the item
- iv. To proceed to the next business
- v. That the question now be put
- vi. That a member be not further heard or do leave the meeting
- vii. To exclude the press and public under Section 100A of the Local Government Act 1972

13.6 Conduct of Members

- 13.6.1 Members of the Leaders' Board will be subject to their own authority's Code of Conduct.

14. Application to Sub-Committees

- 14.1 The procedure rules and also the Access to Information provisions set out at paragraph 11 shall apply to meetings of any sub-committees of the Leaders' Board.

15. Scrutiny of decisions

- 15.1 Each constituent authority which operates executive arrangements will be able to scrutinise the decisions of the Leaders' Board in accordance with that constituent authority's overview and scrutiny arrangements.

16. Winding up of the Leaders' Board

- 16.1 The Leaders' Board may be wound up immediately by the unanimous agreement of all constituent authorities.

17. Amendment of this Constitution

- 17.1 This Constitution can only be amended by resolution of each of the constituent authorities.

SOUTH STAFFORDSHIRE COUNCIL

CABINET – 4 JUNE 2024

COUNCIL PLAN 2020-2024 OUTTURN

REPORT OF THE CORPORATE DIRECTOR, CHIEF OPERATING OFFICER

LEAD CABINET MEMBER - COUNCILLOR ROGER LEES BEM, LEADER OF THE COUNCIL

PART A – SUMMARY REPORT

1. SUMMARY OF PROPOSALS

- 1.1 This is the final year of the current Council Plan 2020-24 and Appendix 1 highlights some of the achievements over the life of the Plan.

2. RECOMMENDATIONS

- 2.1 It is recommended that Members review and note this report.

3. SUMMARY IMPACT ASSESSMENT

POLICY/COMMUNITY IMPACT	Do these proposals contribute to specific Council Plan objectives?	
	Yes	It reports progress against Council Plan targets.
	Has an Equality Impact Assessment (EqIA) been completed?	
	No	This report does not impact on equality issues
SCRUTINY POWERS APPLICABLE	This will be reported to Overview and Scrutiny Committee and Council.	
KEY DECISION	No	
TARGET DATE	Performance reports are prepared quarterly.	
FINANCIAL IMPACT	Yes	The report provides a summary of the financial position over the 4 years of the council plan.
LEGAL ISSUES	Yes	Section 151 of the Local Government Act 1972 requires the Council to make arrangements for the proper administration of its financial affairs.
OTHER IMPACTS, RISKS & OPPORTUNITIES	No	
IMPACT ON SPECIFIC WARDS	No	All Wards

4. COUNCIL PLAN 2020 -2024 - EXECUTIVE SUMMARY

- 4.1 The council plan 2020 – 2024, formally concluded in March 2024.
- 4.2 The council plan was produced following consultation with our communities, our first Place Narrative was created, the Locality Profile and data sets informed the priorities in the plan.
- 4.3 One of the key features of the 2020/24 Council Plan was the introduction of Five Delivery Arms:
- Financial Stability
 - Create a Business and Community Hub
 - Working with our Communities
 - Embracing Technology
 - Flexible and Skilled Council
- 4.4 During the life of the plan, there have been several challenges including the pandemic, Brexit, global wars and the impact of the cost-of living crisis.
- 4.5 Appendix 1 outlines the significant progress that has been made against each of the delivery arms and highlights a snapshot of the key outcomes that have been achieved.
- 4.6 The outcome of the Council plan objectives have been measured through resident surveys, staff surveys, performance against key indicators and our peers, the council has been recognised through awards during the life of the plan and in 2022 achieving IESE Council of the Year.
- 4.7 The development of the Council plan 2024-2028 has been influenced by the achievements in the 2020-2024 outcomes.

5. IMPACT ASSESSMENT – ADDITIONAL INFORMATION

Not applicable

6. PREVIOUS MINUTES

Not applicable

7. BACKGROUND PAPERS

- Appendix 1 – Council Plan 2020 -2024 outturn

Report prepared by
Clodagh Peterson, Assistant Director Partnerships



South Staffordshire Council Plan 2020-2024

The Council Plan 2020-24 was produced following consultation with our communities. Prior to developing the plan, our first Place Narrative was created, and used our Locality Profile and data sets to inform the priorities of the plan.

One of the key features of the 2020/24 Council Plan was the introduction of the Five Delivery Arms, which were integral to the delivery of the priorities, supported by a suite of performance measures which have been regularly reported on through the Integrated Performance Management report.

The Five delivery arms:

Financial Stability

Create a Business and Community Hub

Working with our Communities

Embracing Technology

Flexible and Skilled Council

When we went live with the 2020/24 Council plan, the pandemic struck our communities and we went into lockdown, however this didn't stop us delivering on our priorities. It reaffirmed our ability to be flexible and adapt to the environment.

Whilst the first two years of the plan were disrupted, we delivered on our priorities, pushing ahead with the delivery arms, alongside the pandemic there has been further challenges of Brexit, global wars, and the ongoing cost-of-living. This report summaries some of the key aspects of delivery against the five delivery arms.

Strong Finances • **Strong Communities** • **Strong Council**

Financially self-sufficient

Service - Locality focused

Agile and adaptable

Financial Stability

At the time that the Council Plan for 2020-24 was approved, the 2020/21 Medium Term Financial Strategy (MTFS) predicted that the Council's General Fund reserves would be £3.029m by the end of 2023/24. The provisional outturn position for 2023/24 is now **£8.116m**, an increase of approximately **£5.000m**.

There are several reasons for this increase, but it is worth understanding some of the issues that the Council has had to deal with over this period of time. The first is the global COVID pandemic which occurred as the Council Plan was approved. Central Government provided additional funding to local authorities which was sufficient to cover costs resulting from the pandemic. However, additional work was also required such as the distribution of grants to businesses to support them through this period and support for the local community. The Council successfully took on all the additional tasks required of them.

The Council has worked with 1-year financial settlements over the Council Plan period, and there has also been Brexit and the Cost-of-Living crisis which added to the existing uncertainty around local government funding. This uncertainty is one of the main reasons for the increase in General Fund reserves. For several years, Central Government has proposed implementing a funding reform and a Business Rates Reset which would mean a reduction in the Business Rates income the Council is able to retain (the most significant funding source for the Council). As a significant risk this reduction has been built into the MTFS each year resulting in a forecast reduction in General Fund reserves, but the reform/reset has not materialised.

Other Council-led initiatives that have contributed towards the increase in General Fund reserves were the introduction of charging for green waste collection and the decision to borrow to fund the Capital Programme at a time when borrowing costs were at their lowest. Whilst the Cost-of-Living crisis has increased inflationary pressures across the Council, it has also meant that income from treasury investments has been greater than budgeted due to interest rates remaining high.

Key drivers of the Council plan were operating in a more commercial and transformational way. This has included the purchasing of commercial properties to lease out, changes in the way customer services are provided and greater digitalisation. This has enabled additional income to be generated and savings to be realised to cover budget pressures without the need to reduce service provision.

A significant change in funding for the Council is the additional Section 31 grants that are received to fund Business Rates reliefs provided by Central Government. Since COVID, these reliefs have increased significantly and now represent a much higher proportion of the Council's Business Rates income than previously budgeted.

The improved position of General Fund reserves for the Council will help to mitigate the risk arising from the ongoing uncertainty around local government funding along with providing a more stable footing for the delivery of the new Council Plan priorities for 2024-28. The table below shows the expected General Fund reserves position per the 2020/21 MTFS and the actual position:

2020/21	2021/22	2022/23	2023/24
7,815	6,340	4,552	3,029
7,894	9,295	8,672	8,116

Key Outcomes

The council's commercial portfolio has delivered its income target of £2m in rental income per annum, money used to help deliver core services and helping provide financial stability.

We have made payments of £454,680 in Discretionary Housing Payments to those struggling to manage shortfalls in rent or requiring rent in advance to move to more suitable accommodation.

Energy rebate - Paid **35,460** council tax energy rebates, the total value of the rebates was £5.3m.

Another ambitious development project is the partial retail-led redevelopment of Wombourne Enterprise Park, a large 1930s factory building and three more modern blocks. Investing £7.6m in the demolition and redevelopment of the site, having secured Lidl as an anchor tenant, with an additional large retail unit and small commercial block. The development is due for completion later in 2024. It will support job creation, economic wellbeing for residents, and the financial resilience of the local authority.

The performance of the councils' cemeteries has also evolved and improved with a renewed focus on the revenue driven from the sale of plots. This was driven through several marketing campaigns designed to increase residents' awareness of the services available. A re-alignment of charges, in line with the local market was carried out to further drive the financial performance of the service. For the first time the ability to pre-purchase plots with several payment options was offered by the council.

Street Scene continue to look for ways to innovate and secure income generating opportunities and in 2020 launched a commercially driven arboricultural service. The service undertakes private work in the district and surrounding areas as well as undertaking work on the Council's own tree stock. This approach means the service is generating revenue whilst also reducing the Council costs of using external contractors to maintain its own trees.

The team completed a major construction project, expanding Four Ashes Enterprise Centre attracting businesses into the 32 new units, providing a space for economic growth and circa £80k per annum to the MTFS.

2021 also saw the completion of a £1.45m 1,200 sqm extension to our largest single unit on Four Ashes Industrial Estate to enable our existing tenants to expand their business and generating additional income.



Business Grants

Distributed 7,699 grants in total to support business through the COVID-19 pandemic. The total value of the grants was £35.2m and all were paid in a timely manner.

We have made payments of £23m in Council Tax support to those on low incomes.

Since the launch of the garden waste collection service in 2020 the service has provided on average a net contribution to service overheads of **£390,000 per annum**.

DFG's - We manage a budget of £1.2m per year to people to stay in their own homes by making essential renovations. We have supported 388 residents to remain safely in their homes.

Circa £3.4 million investment into the council's four leisure centres, to support our community's health and wellbeing.

Create a Business and Community Hub



The Codsall Community Hub project involved investment in the council's outdated 1970s headquarters including: a major refurbishment, extension, increased car parking, improved environmental performance, installation of electric vehicle charging points, and transforming the way services are delivered, enhancing the value of the asset, and generated a significant income stream (£670k PA). Throughout the pandemic, the council held its nerve and reviewed the business case, taking the decision to proceed. Taking a commercial approach, the project was cost-neutral to the taxpayer with new revenue income offsetting the £10 million construction cost. The Hub is now a building the community can be proud of, hosting a hive of activity - from the café to the library, nursery, and GP surgery - plus a plethora of voluntary sector organisations and businesses. The council and its partners across public, private, community, and NHS sectors are now integrated into a modern, energy-efficient working environment.

Through the Business Place Partnership (BPP) we have created Locality Partnership Hubs across the district. Some of the hubs focus on a particular sector (hospitality, manufacturing), and are differing in their needs and relationships with us. We have fostered relationships with ambassadors for each Locality Partnership hub, and with them, developed an offer to support their hub and sector. The hubs provide a gateway 'open door' to business support services.

Key Outcomes

Codsall Community Hub opened in 2022 officially by Staffordshire's Lord Lieutenant and coincided with a visit from the Queens baton relay for the commonwealth games over its tour of 72 nations. The building won Gold at the IESE public sector transformation awards and has since firmly bedded itself into a thriving community venue benefitting a whole host of organisations and visitors.



Partnership working – working with social prescribers, Local Support Teams to provide support through Creating Brighter Futures.

Businesses are supported to run safe and successful events. Event numbers are increasing - last year over **130,000** people enjoyed events across the district.



200+ businesses are now members of the South Staffordshire Business Partnership, which was set up in 2021 to provide a better understanding of the issues faced by local businesses, both for different sectors and localities, and an opportunity for businesses to better engage with the Council.



Food premises are maintaining a high rate of compliance (regularly over **90%** of our food premises are 3, 4 or 5 rated at inspection). Over **400** interventions undertaken at food businesses across the district.

We've hosted **15 networking events** based around key issues such as inspiring tomorrow's workforce, climate change, corporate social responsibility and business support. The Partnership also has a further 22 strategic partners who work with the businesses providing a range of different options covering a wide range of support from exporting to skills for example.



2023 saw the launch of 'Enterprise In South Staffs' programmes, funded by UKSPF, which has radically changed our approach to the delivery of business support. We've created a variety of programmes supporting businesses in different phases of their life cycles from start-up support to innovation programmes to green solutions, with a corresponding grants programme to provide businesses with practical support, and financial resources, for them to develop and grow and bring further economic prosperity to the district.

We've also been working with key partners to develop employment & skills plans with the developers on our key strategic employment sites to maximise the job opportunities available for our residents. On the i54 South Staffordshire development, over 50% of the thousands of jobs with the different employers on that site, come within a 10-mile radius, many of them in the district.

As other key employment sites start to develop out at West Midlands Interchange and Logic54, there will be thousands of further new jobs that we are working to ensure that our residents have access to by ensuring we have the commitment with the developers to support employment and skills plans at the outset of their developments.



We have established the **South Staffordshire Business Ambassadors Group** made up of 8 local business people from locally important differing business sectors, business sizes and geographies to help shape and steer the business partnership, support and challenge delivery of the partnership pledges, champion their own sector, locality and the district, and providing peer support for local businesses. The group wanted to focus on education and skills; to better link schools and business to meet the current and future skills needs of our businesses.

Working with our Communities

We began our Locality working in 2008, and in 2020, in line with the Council Plan we rebranded our working arrangements to Localities+ and enhanced the package of support available to the three tier of members, our communities and businesses. Prior to the onset of the pandemic we had created 6 Locality Enabler roles, all officers who held substantive roles within the Council, who took on additional responsibilities and who would effectively become the 'eyes and ears' of their assigned locality.

Throughout the timeframe of the plan the Localities+ agenda was enhanced as we introduced 3 tier virtual member forums focusing on strategic as well as local issues, providing a platform for local members concerns. In the early days of the pandemic the Locality Enablers took on a key role assisting their communities in responding to the challenges they were facing from the pandemic, including the high street recovery programme and corporate resilience work.

In 2023- 2024 there were **11,389 walker attendances** (an increase of 534 from 2022-23).



There is a regular programme of walks taking place across the district, currently **67 volunteer walk leaders** and walks are organised in the following localities.

Locality 1	Penkridge
Locality 2	Coven
Locality 3	Cheslyn Hay, Great Wyrley, Essington
Locality 4	Perton, Bilbrook, Codsall
Locality 5	Baggeridge, Kinver, Highgate Common, Wombourne

The Place Narrative and Locality Data Profile have been refreshed to include Census 2021 data.

Since 2020, there has been some tremendous success which included developing strong relationships with the Police, DVLA, housing association and neighbouring local authorities to support community safety initiatives.

Introduction of Wildflower Meadows and Bee friendly areas across the district in direct consultation with residents and members, enhancing biodiversity and empowering communities to decide how highway verges are maintained.



Home visits – average of 400 a year, supporting those who are unable to get into the office to discuss their claims, access support, or to apply for housing benefit/ Council Tax Support online.

As part of a joint working pilot agreement involving the Council and County Council our Street Scene Team undertook several environmental projects on behalf of and funded by County Highways. A total of 40 sites throughout the district were highlighted and attended to as part of this pilot where it was thought they would make a difference to the community and would be clearly seen. Sites included footway clearance, splitter islands, gateway improvements and hedge overgrowth cutting back, before and after pictures were taken and shared on social media.

Key Outcomes

Penkridge Leisure Centre and Wolgarston High school were successful in bidding for Capital funding Swimming Pool Support Fund – Phase II, adding Photo Voltaic (PV) panels to site to reduce costs.



Wombourne Parking Pilot, working with local members regarding parking issues in Wombourne, the Council, Police and County Council are working together on a scheme to monitor cars parked in the village and assess whether the parking is inconsiderate and if intervention is required.

Building Better Opportunities – worked with **1,322 residents** of Stafford and South Staffs, supporting 716 who were economically inactive when joining the programme, 243 of whom moved into employment. 944 of those on the programme reported fewer barriers into employment as a result of the support they received.

4th August 2020 saw the official opening of the new play area at Baggeridge Country Park and the park continues to maintain its green flag status (25 years).



Creating Brighter Futures – currently working with over **130 residents** to improve their career prospects through training and volunteering.

We enable our residents to access £14m of Housing Benefit per year - working with our communities

The service also engaged further with Parish Council's to assist highlighting residents' duty of care in employing someone to dispose of waste on their behalf – to reduce fly tipping and illegal waste carriers.

Everyone Health - Service level agreement in place for their weight management programme. This provide good synergy between signposting to our leisure and health offer. Everyone Health also offer health checks to residents and have supported many Council and Community events to showcase their services and carry out health checks.

Provided support around the cost-of-living impacts - Attending warm hubs and other local events - have attended village fairs, community engagement events, drop-in sessions including Locality 3 projects and jobs fair.



Good relationships have been built with Housing Plus Group with reductions in reported damp and mould cases and the time taken for defects to be repaired.

We have introduced two new Locality Enabler role to focus on Community Engagement and Digital.

Supported **184** homeless households in 2023 up from 118 households in 2022.

Virtual ward walks with Local Members, CLT and Locality Enablers – leading to the additional environmental team pilot to focus on members local priorities.

Embracing Technology



The Council Plan has witnessed a seismic transformation in the council's ways of working as well as the way council services are accessed and consumed by South Staffordshire residents and the wider community. This transformation has been underpinned by embracing technology and supported by the continued development of the council's skilled and innovative workforce.

Technological advancements have enabled enhancements to both voice and digital communications, providing greater opportunities for residents to self-serve where and when they wish to but also retaining the ability for them to meet with staff in person when preferred; digital by choice not by default has increased customer contact channels.

During the period of the Council Plan, threats aimed at disrupting the efficient and effective working of the council and the provision of services to residents have grown exponentially; many of these threats being targeted at the same enabling technologies that have supported the council's digital transformation. Protecting the availability of council services, for both residents and staff, has been a key consideration and priority, contributing to the overall financial stability of the council.

Embracing technology has been at the heart of Business Transformation and Digital Services contribution to the Council Plan, with the adoption of technology being an enabler of the other Council Plan priorities.

Innovation and transformation, the continued adoption of Cloud technologies and cyber security and resilience will continue to be enabling priorities for the new Council Plan.

Key Outcomes

The number of residents signing up online for the Garden waste collection service has increased to **90%** = circa 28,000 sign ups online per annum.



Establishing any time, any location, any device access to council digital services by improving the website and web content, providing intuitive online forms for frequently requested services, promoting digital inclusion by improving online accessibility and providing accessibility tools for those with neurodiverse needs.



Implementation of Leisure Hub allowing leisure members to book classes and session via digital channels.



The grounds maintenance function has continued to evolve and improve. Further work using Routesmart software to detail cutting routes around the district has been utilised to exploit further efficiencies. This has resulted in freed up time that has been 'cashed' to undertake further income generating work.



Supporting the transformation of the Community Hub through the removal of telephone handsets, reducing printers and printing, introducing digital signage, installing audio visual and video conferencing facilities in meeting rooms.

Enhancing the council's protection from new and emerging cyber threats, being the first UK council to adopt a novel military grade cyber defence.



Advancing the council's resilience and business continuity arrangements through the adoption of cloud technologies and services, with payroll, HR, all telephony, committee management (CMIS), website, online forms, email, SharePoint, Teams and data backups all becoming Cloud hosted.

Enabling agile and hybrid working practices through the introduction of laptops, Office 365, Teams, mobile phones and remote support capability.



A monthly digital **Community Safety Newsletter** introduced with over 2,000 residents signed up.



Flexible and Skilled Council



Our workforce development strategy has aligned our culture, working arrangements and people strategy with the transformation of our Community Hub and digital working technology, supporting our employer of choice ambitions and the council's wider community leadership role in facilitating local employment and skills.

This has been in the context of post-pandemic recovery challenges, including a changed and more challenging recruitment market, a fragile economy, and a cost-of-living crisis impacting on our communities and workforce.

2023 employee engagement survey

- 96.25% Would recommend the council as a place to work.
- 8.8* Good relationship with my manager
- 8.7* Satisfaction with leadership
- 8.8* Inclusive organisation
- 8.8* Happy and safe with my work environment
- 8.2* The council cares about my wellbeing and supports me in balancing my work and personal commitments.

* average rate out of 10

Since our website launch, the diversity of our workforce has improved, for example: 22 employees have declared they are from ethnic minority backgrounds compared to 14 the previous year; 18% of our workforce are aged 25 or under - a 4% improvement on the year before; and our mean gender pay gap was 4.87% (previous year was 6.53%).



Coordinated efforts since 2020 have seen South Staffordshire Council buck national trends and reduce instances of fly-tipping year on year.



We have seen a four-fold increase in enquiries from work experience students and maintained our level of apprentices, with five securing permanent employment with us. 20 work experience placements in 2023.

Retention rate has improved by **4%** since 2022, now 88% - bucking the national trend.

We have successfully recruited in key skills shortage areas including Finance, Environmental Health, Planning and Elections – where there are recruitment challenges within local government.

Key Outcomes

In 2020 following an internal review Street Scene became responsible for tackling the strategic and operational approach to tackling environment crime across the district. The service had traditionally been the operational solution for dealing with instances of fly tipping, littering, removal of graffiti etc.



Since 2022, our candidate reach has expanded to new areas as far away as Gloucestershire, Leicestershire, Wales, and London, helping us compete for talent in the toughest skills shortage areas.

We have redesigned jobs with upskilling and diversity – using our talent management programme as a platform to support rising stars, we have tracked individuals and continued to support their development and career progression. Approximately a third of delegates benefiting from career progression or further educational attainment.



50% of our appointments have been internal candidate, reflecting our investment in our workforce and upskilling.



Agile working, adaptable and flexible – meeting customers in the community at venues close to them

Service has invested in training to ensure that staff are suitably qualified and gain the skills they need to provide a quality service. 3 staff have completed IRRV Apprenticeships. Team Manager has completed IRRV Honors qualification. Housing Manager has passed level 3 Housing Management qualification and moving on to level 4.

Demonstrating our success

Our residents will tell us - 89% would recommend South Staffordshire as a place to live.

Our Staff will tell us - 96.25% recommend the council as a place to work.

Our performance tells us - Consistently meeting our Council Plan targets.

Our peers tell us - LGA Peer Review, national awards/recognition.

In 2023, we have maintained resident satisfaction levels at around 90% since 2022, and our staff satisfaction has increased by 2.75%.

Awards and recognition as a council:	
iESE:	IESE Council of Year 2022. Certificate of Excellence in 2023: Employer of Choice Strategy. Gold award for the Council's Senior Leadership Team in 2020. Gold award Localities + Programme 2022. Gold award Codsall Community Hub in 2022 and shortlisted for Local Government Chronicle award. Achievement of Excellence Certificates for our Local Plan Consultation and our Employee Wellbeing Programme during Covid 2022.
Royal Town Planning Institute:	Named Planning Authority of the Year - West Midlands in 2023. Chair's Special Award in 2023 for the way our planning team has worked to develop and nurture staff talent. Shortlisted for National Planning Authority of the Year 2023.
Green Flag Awards 2023:	Baggeridge Country Park - 25th consecutive year. Wom Brook Walk - 14th consecutive year.
Health at Work:	Workplace Wellbeing Charter in 2023.
APSE:	Street Scene team named Service Team of the Year: Street Cleansing and Street Scene Service (Public Realm) in 2023.
Municipal Journal:	Highly Commended Senior Leadership Team 2020.

SOUTH STAFFORDSHIRE COUNCIL

CABINET – 4 JUNE 2024

INTEGRATED PERFORMANCE MANAGEMENT (IPM) REPORT – 2023/24 QUARTER 4 / YEAR END

REPORT OF THE CORPORATE DIRECTOR, CHIEF OPERATING OFFICER

LEAD CABINET MEMBER - COUNCILLOR ROGER LEES BEM, LEADER OF THE COUNCIL

PART A – SUMMARY REPORT

1. SUMMARY OF PROPOSALS

- 1.1 This report provides the year end and quarter 4 information on performance, finance, and risk as of 31st March 2024. This includes results against performance targets set to monitor delivery of the Council Plan 2020 – 2024.
- 1.2 This is the final year of the current Council Plan 2020-24.

2. RECOMMENDATIONS

- 2.1 It is recommended that Members review and note this report.

3. SUMMARY IMPACT ASSESSMENT

POLICY/COMMUNITY IMPACT	Do these proposals contribute to specific Council Plan objectives?	
	Yes	It reports progress against Council Plan targets.
	Has an Equality Impact Assessment (EqIA) been completed?	
	No	This report does not impact on equality issues
SCRUTINY POWERS APPLICABLE	Will also be reported to Overview and Scrutiny Committee and Council.	
KEY DECISION	No	
TARGET DATE	Performance reports are prepared quarterly.	
FINANCIAL IMPACT	Yes	The report details the provisional financial position as at the end of Quarter 4 2023/2024.
LEGAL ISSUES	Yes	Section 151 of the Local Government Act 1972 requires the Council to make arrangements for the proper administration of its financial affairs.
OTHER IMPACTS, RISKS & OPPORTUNITIES	Yes	This report includes all Council strategic risks and a summary position statement on operational risks.
IMPACT ON SPECIFIC WARDS	No	All Wards

4. INTEGRATED PERFORMANCE MANAGEMENT - EXECUTIVE SUMMARY

4.1 Finance



REVENUE

Net Revenue Budget 2023/24 £m	Provisional expenditure at Q4 2023/24 £m
£19.061	£18.194
Provisional Variance 2023/24 £m	Percentage Variance from Budget 2023/24
£0.866	4.5%



CAPITAL

Capital Budget 2023/24 £m	Capital Spend to Date Q4 2023/24 £m
£18.642	£6.195

4.2 Performance

Current Position	G	A	R	N/A
21 Council Plan Targets at Q4	17	0	4	
<i>Revenue Budget - Service (Net) Expenditure</i>	4	2	0	
<i>Revenue Budget - Other Expenditure</i>	2	0	0	
<i>Revenue Budget - External Funding</i>	6	0	0	
Overall Revenue Budget - Appropriations to Reserves				
Capital Programme	10	0	0	

4.3 Strategic and Operational risks

Strategic Risks	7
Operational Risks	75

5. IPM Narrative Report

5.1 Review of the Quarter/year end

5.1.1 There has been strong performance across the Council in Quarter 4 with 17 of the 21 Council Plan targets being achieved with four measures receiving a RAG rating of Red. Of the 17 green, Welfare services performance was particularly strong in processing changes to circumstances, the team are processing in an average of 2.5 days against a target of 6 days; 95% of food businesses are rated broadly compliant for food hygiene against a 80% target.

5.1.2 The four indicators which are rated red, performance remained strong, however slightly below the year end target.

- Online payments were just over 500 transactions short of the target of 43,607.
- Business Rates collection was 97.7% against a target of 98%, this relates to a recent large rateable value increase which increased collectable debit. We attempted to collect this before the end of March, but the amount will be paid instead in April 2024. The council tax collection was above target at 98.1%.
- Improved business continuity and resilience, 2 of the 3 systems approaches were implemented by April 2024, however the Civica (revenue and benefit system) was delayed until later in 2024 for implementation due to annual billing taking place in the early part of 2024.
- Processing housing benefit claims has remained at 17 days against the target of 15 days; however, the national average is 21 days.

5.2 Long term successes/measures which were underperforming but are now on target

5.2.1 The continued success of all waste management measures have not only ensured a positive RAG rating across all 4 waste measures but have also decreased the delivery of waste and recycling service risk from 20 to 15. Savings have been achieved in the waste and recycling budgets due to increase sale of recycled materials, vacancies and a lower than budgeted level of inflation.

5.2.2 Against a target for investigating 80% of planning enforcement complaints within 12 weeks, by Q4 this was over 95% a continued improvement over the year, as in Q3 this had already improved to over 83%.

5.2.3 Cumulatively, 302 businesses received support in 2023-24, 201% of the yearly target, due to events, drop-in sessions and delivery of the Strive For Success business growth programme. At quarter 3 only 67% of the yearly target had been achieved. To mitigate and increase business support by year end the Council launched the "Start in South Staffs" start-up programme in mid-December 2023. This support is fully funded by the UK Shared Prosperity Fund which is due to end in March 2025.

5.3 Measures below target

5.3.1 Welfare

- 5.3.2 At the end of Quarter 4, new benefit claims were still being processed in an average of 17 days against a target of 15 days. The above target number was due to other pressures of work within the team which diverted attention to more pressing matters. Furthermore, there were delays from the customer providing information, which are out of the team's control. The risk of cost-of-living impacting residents whose benefit claims take longer to process is a major concern and could increase as volumes of claims grow. Investment has been made in additional staffing in the Welfare team to deal with additional demand, which has reduced the potential impact on processing time. As expected, the annual billing processing in the final quarter of 2023/2024 meant that 15-day target was not met.
- 5.3.3 For 2024/2025 the team are working on streamlining the process to request further information and introducing more digital transactional forms. This should help reduce delays in the team waiting for customer information. There is an emerging pressure within Benefits Services relating to a reduction in the number of overpayments that are received back to the council though the Housing Benefit Subsidy. This is resulting in a projected budget pressure which will be covered by General Fund reserves. This is being addressed as part of budget setting for 2024/25 onwards.
- 5.3.4 Although we are underperforming against our council target (17 days against 15-day target) current performance is close to the mean for CIPFA nearest neighbours (16 days for the featured quarter – South Staffordshire at 17 days). The table below highlights South Staffordshire's performance relative to other similar councils – this the latest available is for Quarter 3.

Time taken to process housing benefit new claims - Quarterly (2023/24 Q3) for South Staffordshire

Period	Time taken to process housing benefit new claims - Quarterly			
	Mean			
	South Staffordshire	Minimum for South Staffordshire CIPFA nearest neighbours	Mean for South Staffordshire CIPFA nearest neighbours	Maximum for South Staffordshire CIPFA nearest neighbours
2023/24 Q3	17	10	16	27

Source:

Department for Work and Pensions

Powered by LG Inform

5.4 Financial Performance

- 5.4.1 Total online payments received in Quarter 4 were 4,261. This brings the total for the year 43,099 against a target of 43,607. There has been a decrease in online payments each quarter. This should not impact the Medium-Term Financial Strategy. Continual promotion of e-billing and the My Login system should help and increase the ability for residents to make online payments.
- 5.4.2 Council Tax and Business Rates collection rates – achieved 98.1% collection rate and Business Rates collection was 97.7% against a target of 98%.

- 5.4.3 All Council tax service revenue budgets are on target and without any significant variances to report.
- 5.4.4 When comparing to all CIPFA nearest neighbours South Staffordshire Council Tax collection is slightly above the mean. Differences between CIPFA nearest neighbours is generally minimal. This data is the most recent available benchmarking data.

Council tax collected as a percentage of council tax due (2022/23) for South Staffordshire

Period	Council tax collection rate			
	%			
	South Staffordshire	Minimum for South Staffordshire CIPFA nearest neighbours	Mean for South Staffordshire CIPFA nearest neighbours	Maximum for South Staffordshire CIPFA nearest neighbours
2022/23	97.96	96.70	97.94	98.87

Source:

Department for Levelling Up, Housing & Communities

Powered by LG Inform

5.5 Office for Local Government (OFLOG) indicators

- 5.5.1 Appendix 4 provides an overview from LG Inform of the OFLOG indicators being measured against the council. The timeframe for these measures varies from each indicator. Each indicator is compared against our CIPFA neighbours. OFLOG is a new performance body for local government, which will provide authoritative and accessible data and analysis about the performance of local government and support its improvement. OFLOG indicators alongside the council's performance framework will help provide a clear analysis of Council performance and areas of improvement.

5.6 Risk Management

- 5.6.1 The Council is currently reviewing its risk management processes. This will involve assessing the Council's current risk appetite and updating the Strategic Risk Register and Policy to ensure that they remain robust and relevant. The revised processes will also make clear who the owner is for each strategic risk. All updates will be designed to align to the new Council Plan and Integrated Performance Management.

6. IMPACT ASSESSMENT – ADDITIONAL INFORMATION

Not applicable

7. PREVIOUS MINUTES

Not applicable

8. BACKGROUND PAPERS

- Appendix 1 – Quarter 4 Performance Scorecard
- Appendix 2 – Quarter 4 Finance Scorecard
- Appendix 3 – Quarter 4 Strategic Risk Register
- Appendix 4 – OFLOG indicators – LG Inform

Report prepared by

Jackie Smith, Corporate Director, Chief Operating Officer

Quarter 4- 2023/2024

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

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

Council Plan Measures		Q1	Q2	Q3	Q4	Update					
							Please provide a Q4 cumulative update.				
	Planning										
1	Submit the plan by June 2025 in line with new Government timescales.					Members agreed at a special Council meeting on 2 nd April 2024 to consult on an updated Regulation 19 Local Plan, with member approval to submit the plan after the consultation, subject to there being no Main Modifications identified. The consultation will take place from 18 th April – 30 th May 2024. Submission is anticipated to be January 2025.					
2	a) 60% of major development decisions made within the relevant time frame (or with an agreed extension of time). b) 70% of minor development made within the relevant time frame (or with an agreed extension of time).					A) 7 major decisions were determined in this quarter, 100% of which were in time or within an EOT. B) 46 minor decisions were determined in this quarter, of which 97.8% were in time or within an EOT.					
3	No more than 10% of applications overturned through the appeals process (major and non-major development)					A total of 143 decisions were issued in Q4, and 3 applications allowed on appeal = 0.02% Over the rolling 24 month period, as per DHLUC/OFLOG reporting, 1296 decisions have been issued, and 12 appeals have been allowed over the same period – 0.009%					
4	Investigated 80% of planning enforcement complaints within 12 weeks.					Investigated 95.51% of planning enforcement complaints within 12 weeks					
						Month	Cases received	Cases closed	Notices Served	Total	
						January 2024	25	35	1	156	
						February 2024	25	32	1	160	
						March 2024	23	15	0	174	
	Business support/Council Assets										
5	Business Support: 150 businesses supported.					100 businesses received support in Quarter 4 75 businesses received support in Quarter 3 72 businesses received support in Quarter 2 55 businesses received support in Quarter 1 Cumulatively, 302 businesses received support in 2023-24, 201% of the yearly target, due to events, drop-in sessions and delivery of the Strive For Success business growth programme.					
6	30 Businesses accessing Start-Up Support provided by the Council.					48 businesses received support to access business start-up advice in Quarter 4 following the commencement of Start in South Staffordshire business support programme at the end of Quarter 3. 11 businesses contacted the Council for Start-Up support in Quarter 1. 4 businesses contacted the Council for start-up support in quarter 2 5 businesses contacted the Council for start-up support in quarter 3 Cumulatively, 68 businesses have been supported in 2023-24, 226% of the yearly target.					
7	Ensuring 97.5% occupancy across assets					Occupancy at the end of Quarter 1 was 96% Occupancy at the end of Quarter 2 was 98.7% Occupancy at the end of Quarter 3 was 98% Occupancy at the end of Quarter 4 was 99%					

Council Plan Measures		Q1	Q2	Q3	Q4	Update
		Please provide a Q4 cumulative update.				
8	To ensure delivery of income no more than 2% of debt written off with outstanding debt decreasing year on year.					<p>We have not processed any considerable debt write-offs at Quarter 3 Quarter 2 or Quarter 1.</p> <p>We have written off £92,151.55 of debts this year in relation to Sundry Debts. We raised £5,842,132 net of VAT in Sundry Debts in 2023/24. The amount written off therefore equates to 1.6%</p>
9	80% of food businesses are rated broadly compliant for food hygiene.					<p>The Broadly Compliant rate or the proportion of businesses achieving a Food Hygiene Rating of 3 or above in Quarter 1 was 95%.</p> <p>The Broadly Compliant rate or the proportion of businesses achieving a Food Hygiene Rating of 3 or above in Quarter 2 was 92%.</p> <p>The Broadly Compliant rate or the proportion of businesses achieving a Food Hygiene Rating of 3 or above in Quarter 3 was 94%.</p> <p>The Broadly Compliant rate or the proportion of businesses achieving a Food Hygiene Rating of 3 or above in Quarter 4 was 95%.</p> <p>The food hygiene rating reflects the hygiene standards found at the time the business is inspected by a food safety officer.</p> <p>5 - hygiene standards are very good 4 – hygiene standards are good 3 – hygiene standards are generally satisfactory 2 – some improvement is necessary 1 – major improvement is necessary 0 – urgent improvement is required</p>
10	<p>Improve Business Continuity and Resilience of at least 3 Council systems by April 2024:</p> <ul style="list-style-type: none"> Customer Contact Management Online forms Civica <p>This is a measure tracked across the 4 years of the Council plan.</p>					<p>A series of online forms have been introduced, a new Customer Contact Management telephony system has been procured and successfully implemented.</p> <p>Scoping for the Civica Migration is on going , ready to move to Cloud in April/May following annual billing.</p> <p>Legal system Iken will also be moved to a cloud based system. Scoping work is taking place now.</p>
	Waste					
11	Collect 99% of waste containers on the scheduled collection date.					<p>99.8% of bins were collected on their scheduled collection day during quarter 1. 99.4% of bins were collected on their scheduled collection day during quarter 2. 99.8% of bins were collected on their scheduled collection day during quarter 3. 99.7% of bins were collected on their scheduled collection day during quarter 4. Cumulative 99.7%</p>
12	Achieve 68% of resident take up for the charge for green waste.					<p>Quarter 1 sign-up rate was 62% Quarter 2 sign-up rate was 68% Quarter 3 sign-up rate was 69% Quarter 4 sign-up rate was 69%</p>
13	Reuse, recycle and compost at least 42% of household waste.					<p>Quarter 1 50.9% Quarter 2 48.5% Quarter 3 recycling rate estimated at 41.2% (subject to final verification and validation) Quarter 4 recycling rate estimated at 40.2% (subject to receipt of all data, verification and validation) Cumulative estimated at 45.5%</p>
14	Investigate 100% of fly tipping reports and agreed actions to resolve the problem within two working days of the report.					100% of fly tips investigated with agreed actions in place within two working days of report for Quarter 4, Quarter 3, Quarter 2 and Quarter1.
	Leisure					

Council Plan Measures		Q1	Q2	Q3	Q4	Update
						Please provide a Q4 cumulative update.
15	Maintain a base level of 3,500 members across our four leisure facilities by Q4					<p>Quarter 1 membership was 3,847 (110% of target)</p> <p>Quarter 2 membership is 3,823 (109% of target)</p> <p>Quarter 3 membership is 3,775 (107% of target)</p> <p>Quarter 4 membership is 3,974 (112% of target)</p> <p>Total memberships stand at 112% of the target and represent a rise of 513 members from the beginning of the financial year</p> <p>The new pay as you go membership (Leisure Advantage Card) was introduced on 1st April 2024</p> <p>Price review for 2023/24 is complete and new prices agreed to commence from 1st April 2024</p> <p>Summer Shape Up campaign is currently active. Sales are currently 58% of the target at 14/04/24</p>
16	Maintain over 85% income % of operating costs for our four leisure centres by Q4					<p>Quarter 1 84.1% (within 1% of target)</p> <p>Quarter 2 89.64% (4.64% above target)</p> <p>Quarter 3 87.76% (2.76% above target – now reflects pay award)</p> <p>Quarter 4 87.17% (2.17% above target including pay award (Figures are based on March draft monitoring. This is pre- final joint use finances, there is a risk JU costs will rise at CLC due to rising utility costs).</p> <p>Swim Academy total income 23/24: £541,246</p> <p>Cheslyn Hay Leisure Centre: £122,007</p> <p>Codsall Leisure Centre: £182,254</p> <p>Penkridge Leisure Centre: £88,755</p> <p>Wombourne Leisure Centre : £148,230</p>
	Financial performance					
17	Achieve 43,607+ online financial transactions by end of March 2024					<p>Quarter 1 online payments 25,667</p> <p>Quarter 2 online payments 8,521</p> <p>Quarter 3 online payments 4,650</p> <p>Quarter 4 online payments 4,261</p> <p>Total online payments for 2023-2024: 43,099 just missing the target by 508.</p>
18	Achieve 98% collection rate (minimum) at year end for a) Council Tax b) Business Rates.					<p>At Quarter 4 Council Tax collection rate is 97.7%, down 0.3% on last year</p> <p>At Quarter 4 Business Rates collection rate is 98.1%, down 0.7% on last year</p>
19	Process new Housing Benefit/Council Tax Support claims in an average of 15 days					<p>Quarter 1 claims were processed in an average of 16 days.</p> <p>Quarter 2 claims were processed in an average of 17 days.</p> <p>Quarter 3 claims were processed in an average of 17 days</p> <p>Quarter 4 claims were processed in an average of 17 days</p> <p>We are slightly out of target on these due to other pressures of work within the team and delays from the customer, which are out of our control, however we remain below the national average of 21 days.</p>
20	Process changes in circumstances an average of six days.					<p>Quarter 1 change in circumstances were processed in an average of 2.3 days.</p> <p>Quarter 2 change in circumstances were processed in an average of 4.1 days.</p> <p>Quarter 3 change in circumstances were processed in an average of 4.2 days.</p> <p>Quarter 4 change in circumstances were processed in an average of 2.5 days.</p>
	Climate Change					
21	Preparation of climate change action plan and preparation of baseline activity report with decreasing carbon impact/use.					<p>Climate change action plan and refresh of climate strategy worked through with members working group during Q4. Baseline activity report and carbon usage 22/23 reported to members through Overview and Scrutiny in October 2023. Update on progress on carbon usage for 23/24 will be reported via overview and scrutiny expected late summer 2024.</p>

2023/24: Quarter 4 – Provisional Outturn

Budget Heading	Annual Budget	Provisional Outturn	Provisional Variation	Earmarked Reserve Impact	General Fund Impact	RAG
	£'000	£'000	£'000	£'000	£'000	
Business Enterprise & Community Infrastructure	1,441	896	545	50	495	
Community Services	5,233	5,019	215	(173)	388	
Corporate Services	4,129	4,254	(125)	(31)	(94)	
Digital Transformation & Estate Management	1,760	1,803	(43)	57	(101)	
Regulatory Services	845	783	62	8	54	
Welfare Services	1,296	1,505	(209)	(42)	(168)	
Total Service Expenditure	14,704	14,259	444	(130)	575	
Enterprise Zone	5,028	6,282	(1,254)	(1,254)	0	
Capital Financing and Treasury	(672)	(1,201)	529	238	291	
Unit 4e – Rebuild and Financing post fire	0	645	(645)	(645)	0	
Total Expenditure	19,060	19,985	(926)	(1,791)	866	
Enterprise Zone	(5,028)	(6,282)	1,254	1,254	0	
Retained Business Rates & RSG	(5,150)	(8,889)	3,739	3,389	350	
Council Tax	(5,361)	(5,530)	169	169	0	
Services Grant	(90)	(95)	5	5	0	
New Homes Bonus	(660)	(659)	(1)	(1)	0	
Use of Collection Fund Reserve	(1,000)	(1,000)	0	0	0	
Total Funding	(17,289)	(22,455)	5,166	4,816	350	
(Surplus)/Deficit	(1,771)	(2,470)	4,241	3,025	1,216	

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



Localities⁺



2023/24 Quarter 4 – Provisional Outturn - Executive Summary

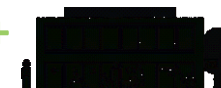
- This appendix sets out a **provisional** outturn position and is subject to change, particularly with regard to transfers to and from reserves.
- The total projected position for the Council is a positive variance of £4.241m. The main area of variance is within total funding and this largely relates to additional Business Rates income/Collection Fund surplus from previous years. Closing down of the Collection Fund is still in process and this may impact on the final Business Rates income position.
- There is a positive variation of £0.444m against Service Area expenditure before the use of Earmarked Reserves. After the use of Earmarked Reserves, there is a saving of £0.575m. Increased interest rates have also continued in quarter 4 resulting in additional treasury income of £0.529m compared to the annual budget.
- Significant Variations within service areas include:
 - £308k pressures - Estates and Assets - one-off revenue costs associated with Wombourne & 4E redevelopment.
 - £455k surplus - relating to planning income, additional PPA agreements and part year staffing of new posts agreed via RPP. This was amplified by the receipt of significant planning Application fees towards the end of the year.
 - £529k surplus – Investment Income due to higher than budgeted interest rates
 - £380k surplus - Refuse Collection - Inflation added to contract less than budget leading to in-year betterment and delay in purchase of additional vehicle leading to significant savings. An Earmarked Reserve has been approved to assist in resourcing additional staffing requirements ahead of the future tender.
- Additional detail is provided within the specific sections for individual service areas below.



2023/24: Quarter 4 – Provisional Outturn Digital Transformation & Estate Management

	Annual Budget	Forecast Outturn	Forecast Variance	Impact on ER	Impact on GF	RAG
	£'000	£'000	£'000	£'000	£'000	
Community Hub	533	468	64	31	33	
Customer Interaction	364	306	57	(7)	64	
Digital Services	1,950	1,845	105	(4)	109	
Estates & Assets	(1,087)	(817)	(270)	37	(308)	
Total Digital Technology and Service	1,760	1,803	(43)	57	(101)	

Revenue Budget	RAG	Comments
Community Hub		Additional rental incomes offset pressures against utility budgets
Customer Interaction		Projected underspend against budget arising due to combination of staffing vacancies and additional income from room hire and hire of premise for filming.
Digital Services		Underspend relates to vacancies against establishment. The adverse forecast variation reported relates entirely to planned expenditures which will be fully funded by Earmarked Reserves for the purposes intended.
Estates & Assets		Delays to construction projects at 4E and Wombourne have incurred some revenue costs. Reduced revenue income due to sale of Heathmill (£29k) is offset corporately by the benefit of a capital receipt of £425k. Repair budgets have also impacted adversely on the budget. Occupancy levels are currently holding but economic challenges may have impact and this area will continue to be closely monitored.

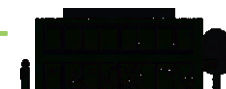


2023/24: Quarter 4 – Provisional Outturn Community Services

	Annual Budget	Forecast Outturn	Forecast Variance	Impact on ER	Impact on GF	RAG
	£'000	£'000	£'000	£'000	£'000	
Baggeridge Country Park	115	125	(10)	0	(10)	
Leisure Services	815	848	(33)	(215)	181	
Landscape & Bereavement	(247)	(149)	(98)	0	(98)	
Street Scene	1,272	1,331	(59)	(51)	(8)	
Recycling	(131)	(310)	179	0	179	
Refuse Collection	3,360	3,126	234	92	142	
Climate Change	49	47	2	0	2	
Total Community Services	5,233	5,019	215	(173)	388	

Revenue Budget	RAG	Comments
Baggeridge Country Park		Variance within employee related costs is due to the pay award and premises variance is largely due to an increase in utility costs.
Leisure Services		The cost of the pay award has been greater than the 5% budgeted for Leisure, but the service has mitigated this with vacancies and secondment of staff. Membership numbers are performing well and overall income targets are being met. Joint Use recharges from schools for use of Leisure Centres have increased but this cost is covered by Earmarked Reserves.
Landscape & Bereavement		Crematoria Income (Essington) will be received later than previously budgeted. Pre-purchase burial plots performing well and are currently forecast to offset part of this pressure.
Street Scene		Unfunded adverse variation relates to impact of inflation award on pay net of vacancies. The Earmarked Reserve funded element relates to the cost of employing a tree inspector.
Recycling		Savings of £234k are due to increased income from sale of recycled materials, bulky waste collections & reduced gate fees. Offset by reduced benefit of recycling credits £113k as MRF tonnage has been less than budgeted.

Refuse Collection		Inflation added to contract less than budget leading to in-year betterment. (12% budgeted, actual 9%), delay in purchase of additional vehicle and salary savings (£80k) are more than offsetting other pressures in relation to latest projections of BIFFA charges and unachievable income targets in relation to bin changes.
Climate Change		No significant variations to report.



2023/24: Quarter 3 – Corporate Services

	Annual Budget	Forecast Outturn	Forecast Variance	Impact on ER	Impact on GF	RAG
	£'000	£'000	£'000	£'000	£'000	
Accountancy & Financial Services	632	625	8	(9)	16	
Pay & pensions	592	816	(224)	0	(224)	
Corporate Finance	479	466	13	(21)	33	
Corporate Leadership Team	686	672	14	8	6	
Communications	163	130	33	(2)	35	
Community Safety	98	82	16	16	0	
Elections	360	374	(13)	(19)	6	
Human Resources	439	429	10	6	4	
Policy	113	105	8	(2)	10	
Member Support	567	555	11	(9)	20	
Total Corporate	4,129	4,254	(125)	(31)	(94)	

Revenue Budget	RAG	Commentary
Accountancy and Financial Services		No significant variations to report. Additional staffing costs incurred funded through an Earmarked Reserve to alleviate Transactional Services pressures.
Pay & Pensions		No significant variations to report – current variation relates to vacancy management adjustment with anticipated salary savings being achieved across the Council.
Corporate Finance		Earmarked Reserve relating to Redmond Fund released to Revenue.
Corporate Leadership Team		Saving relates to recruitment gap between S151 officers.

Revenue Budget	RAG	Commentary
Communications		£33k underspend on Review magazine due to move to digital. This more than offsets additional spend on Apprentice and costs of pay award.
Community Safety		Net underspends primarily relate to delays in acquiring CCTV. Earmarked Reserve will be set aside to fund expenditure as it is occurred.
Elections		Earmarked Reserve being used to fund additional staffing resources. Other one-off costs in relation to the purchase of polling booths in readiness for future elections can be claimed back against those elections as and when they occur.
Human Resources		Net variations against HR budgets, primarily due to contractual costs of Midland HR and apprentice costs can be funded via Earmarked Reserve.
Policy		No significant variations to report
Member Support		Vacancy gap saving.



2023/24: Quarter 4 (Provisional Outturn) – Business Enterprise & Community Infrastructure

	Annual Budget	Forecast Outturn	Forecast Variance	Impact on ER	Impact on GF	RAG
	£'000	£'000	£'000	£'000	£'000	
Building Control	36	35	1	0	1	
Land Charges	(9)	(8)	(1)	0	(1)	
Development Control	255	(418)	673	240	432	
Planning Enforcement	209	223	(14)	(15)	0	
Local Plan	494	469	25	30	(5)	
Economic Development	278	262	16	(3)	19	
Localities	178	149	29	(19)	48	
UKSPF	0	184	(184)	(184)	(0)	
Total Business Enterprise and Community Infrastructure	1,441	896	545	50	495	

Revenue Budget	RAG	Commentary
Building Control		No significant variations to report
Land Charges		No significant variations to report
Development Control		Extremely strong performance in the third and fourth quarters have seen a significant boost to both planning application income levels and pre-planning application income levels contributing an additional £530k over and above budgetary expectations. Mid-year recruitment to approved new posts has also contributed to projected year-end saving against budget.

Planning Enforcement		Maternity cover and specialist consultancy funded from Earmarked Reserves.
Local Plan		Maternity and vacancy savings contributing to projected savings against budget.
Economic Development		Savings arising due to vacancies
Localities		Un-committed budget for consultancy costs
UKSPF		No significant variations to report – all spend is fully grant funded



2023/24: Quarter 4 (Provisional Outturn) – Regulatory Services

	Annual Budget	Forecast Outturn	Forecast Variance	Impact on ER	Impact on GF	RAG
	£'000	£'000	£'000	£'000	£'000	
Emergency Planning	48	47	1	(1)	1	
Environmental Health	540	503	37	10	28	
Internal Audit	96	82	13	0	13	
Legal Shared Service	161	150	11	(1)	12	
Total Regulatory Services	845	783	62	8	54	

Revenue Budget	RAG	Commentary
Emergency Planning		No variations to report
Environmental Health		Notwithstanding the additional costs incurred for planned, Earmarked Reserve funded posts, there have been significant increases in licensing income receipts in year, especially with regards liquor licenses.
Internal Audit		No variations to report
Legal Shared Service		No variations to report



2023/24: Quarter 4 (Provisional Outturn) – Welfare Services

	Annual Budget	Forecast Outturn	Forecast Variance	Impact on ER	Impact on GF	RAG
	£'000	£'000	£'000	£'000	£'000	
Revenue Services	368	443	(75)	(150)	74	
Benefit Services	741	1,038	(297)	(50)	(247)	
Homelessness	0	(173)	173	165	8	
Housing Operations	187	197	(11)	(8)	(3)	
Total Welfare Services	1,296	1,505	(209)	(42)	(168)	

Revenue Budget	RAG	Commentary
Revenue Services		Staffing vacancies leading to small projected saving in-year. Costs incurred from Analyse Local as commission for investigating businesses underpaying business rates can be funded through the Fairer Funding Reserve (as ultimately it is the funding element of the budget that will benefit)
Benefit Services		The value of housing benefit overpayments has reduced due to the volume of benefit payments reducing as a result of Universal Credit migration and improved data sharing with DWP. This means less subsidy is received from central government resulting in a pressure to the budget. However, the overall debt level is reducing each month.
Homelessness		Projected saving is represented by unspent grant receipts for Homelessness and Prevention of Domestic Abuse. These will be carried forward into 2024/25 as per grant conditions.
Housing Operations		New posts created from vacancies in Revenue and Benefit budgets.



2023/24: Quarter 4 (Provisional Outturn) – Capital Budget

Capital Scheme	2023/24 Budget £'000	Spend to date £'000	Commentary	RAG
<u>Corporate Services</u> Commercial Asset Strategy	14,776	4,875	Budget includes:- <ul style="list-style-type: none"> • Wombourne EP development – completion Spring 24 • Restoration of Unit 4E Four Ashes following fire damage (funded via insurance claim) – completion Spring 24 • Landywood EP decarbonisation improvements – completion Spring 24 • Hub driveway upgrade – Completion Autumn 23 • Contingency for existing projects £250k 	
Itrent Upgrade	20	0	Budget has been assigned to the Itrent HR/Payroll system	
<u>Digital Technology and Service Transformation</u> Digital Technology and Service Transformation	370	95	Budget includes; workstation replacement for Agile working, purchase of Civica licenses and other Digital Services requirements including vSan switches and hosts	
<u>Welfare Services</u> Disabled Facilities Grant	1,935	724	Better Care Fund allocations to fund necessary adaptations	
<u>Community Services</u> Street Scene Fleet	166	76	Budget includes; street cleansing vehicle and slippage due to delay on procurement of grounds maintenance vehicle	
Waste Bags	10	0	Budget for purchase of recycling bags as required	

Capital Scheme	2023/24 Budget £'000	Spend to date £'000	Commentary	RAG
Leisure Centre Equipment Renewal Programme	179	333	Budget for replacement of cardiovascular, resistance and indoor cycling equipment. Purchase of equipment at Wombourne Leisure Centre has been made. Purchase of indoor cycles at Penkridge Leisure Centre currently outstanding.	
Leisure Centre Investment Scheme	1,030	(4)	Budget includes; leisure centre investment across all centres. Currently works at Codsall Leisure Centre are outstanding. The spend to date figure allows for retention monies that will become due following a period of review of the works for suitability and quality.	
Leisure Centre Air Conditioning	28	16	Budget is for air conditioning replacement across centres. Timing of expenditure can be linked to the leisure investment fund works.	
<u>Business Enterprise and Community Infrastructure</u> Regional Housing Board	127	5	South Staffordshire Council contribution to South Staffordshire Warmer Homes project.	
S106 Payments – Affordable Housing	0	75	This relates to S106 Lime Tree Road, Bilbrook final tranche 25% £75k (total grant £300k), fully funded from S106 developer contributions.	
	18,642	6,195		

Other Notes

Moved financial year as part of MTFS

Refuse Vehicles new contract

2024/25 Budget

£'000

3,046

New contract was due to start 1st April 2025. Hence budget was moved to 2024/25 to allow for any vehicles to be supplied in advance of the contract. Accounting standards dictate that embedded leases (vehicles supplied as part of overall contract) must be capitalised.

Waste Bins

790

3,836

New contract due to start 1.4.25



South Staffordshire Council

APPENDIX 3

Strategic Risk Register

Quarter 4 - 2023/24 Update



Our Risk Management Objectives

We have six key objectives that guide our approach to Risk Management

1. Adopt a strategic approach to risk management in order to make well informed decisions.
2. Integrate risk management into how we run council services and deliver key projects.
3. Support a culture of well measured risk taking throughout the council including setting risk ownership and accountabilities.
4. Accept that even with good risk management and our best endeavours, things can go wrong. We will learn lessons where this happens.
5. Ensure that the council continues to meet all statutory and best practice requirements in relation to risk management.
6. Ensure that risk management continues to be a key and effective element of our Corporate Governance.

Benefits of Effective Risk Management



Improved Strategic Management

- Greater ability to deliver against our corporate objectives and targets.
- Improved decision making, planning and prioritisation.

Improved Operational Management

- Plans in place to response to incidents when they occur.
- Better service delivery.

Improved Financial Management

- Better informed financial decision making.
- Greater financial control.
- Minimising waste and improving value for money.

Improved Customer Service

- Service disruption to customer minimized.

Our Risk Management Process

Identification of risks, deciding what action to take to minimise the risk and assessing how successfully we did it is an activity that we are all doing constantly in our personal lives. The same approach is applied by the council in assessing risks to our priorities and services.

To do this we follow a five step approach:



Our Risk Management Scoring

Likelihood

How possible is it that the risk will occur?

	Likelihood	Chances of occurring	
1. Rare	Unlikely to occur under normal circumstances	0-10%	Very unlikely this will ever happen e.g. Once in 100 years
2. Unlikely	Potential to occur however likelihood remains low	10-25%	Not expected to happen, but is possible e.g. Once in 25 years
3. Possible	Possible - Could occur	25- 50%	May happen occasionally e.g. Once in 10 years
4. Likely	Likely - Most likely will occur	50-80%	Will probably happen, but not a persistent issue e.g. Once in 3 years. Has happened in the past.
5. Almost Certain	Almost certainly will occur	80-100%	Will undoubtedly happen, possibly frequently e.g. Annually or more frequently. Imminent/near miss.

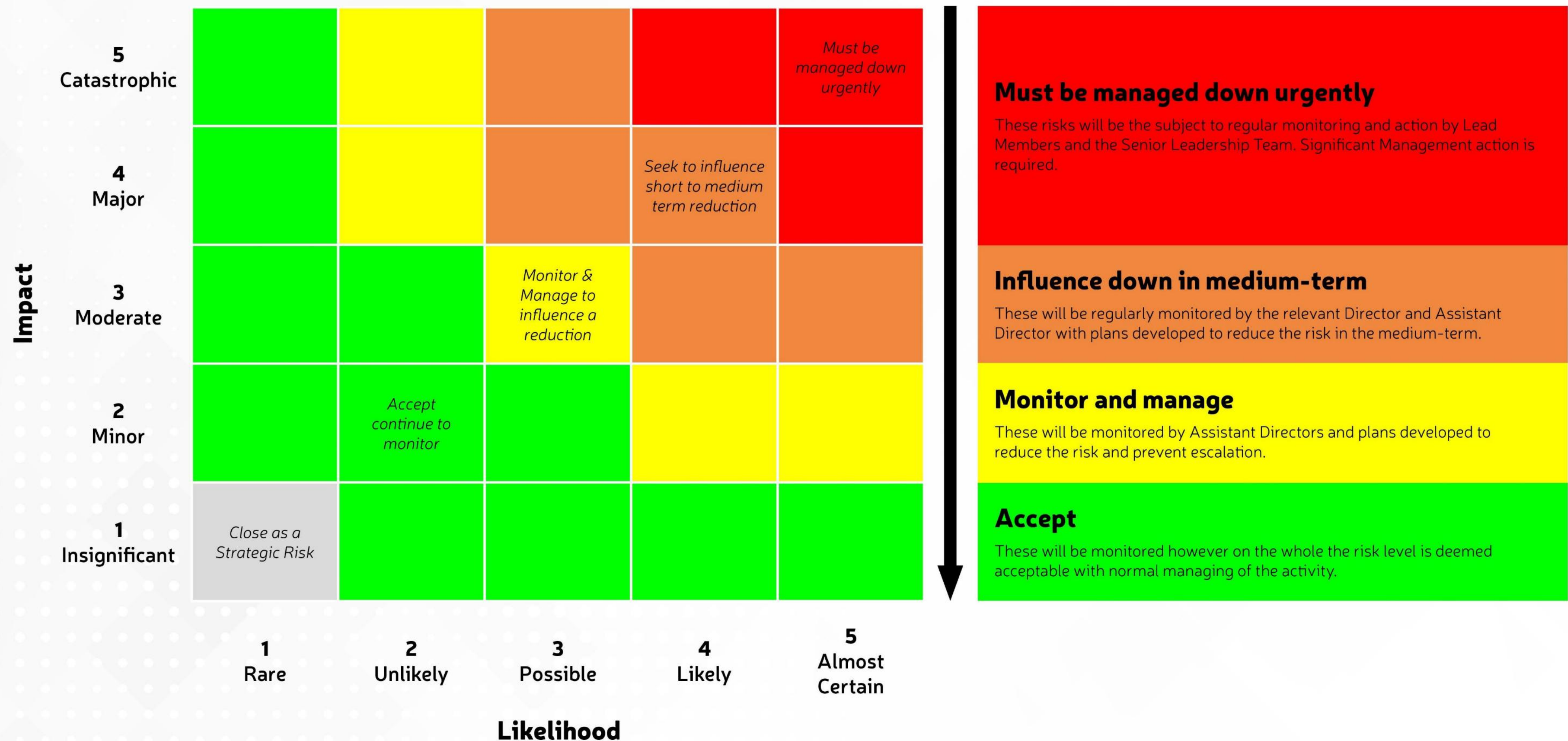
Impact

If the risk does occur, what is the impact?

	Impact Category					
	Financial	Service Quality	Reputation	Legal/Regulatory	Health and Safety	Morale/Staffing
1. Insignificant Impact	Financial loss of less than £10k	Drop in performance or delays to a process or temporary loss of an access route to a service	Limited local interest, single story	Not reportable to regulator/ Ombudsman, simple fix	Minor first aid required	Isolated staff dissatisfaction
2. Minor Risk	Financial loss of between £10k & £100k	Drop in performance or delays to a service area or sustained loss of access routes for services	Local or 'industry' interest, single story over multiple news outlets	Reportable to regulator/ Ombudsman, no or little follow up needed	Minor injuries to employees or third parties	Pockets of staff morale problems and increased turnover
3. Moderate Risk	Financial loss of between £100k & £500k	Drop in performance or delays to a service area or sustained loss of access routes for services	Short-term negative media exposure	Regulator/Ombudsman report with immediate correction to be implemented, or risk of prosecution	Simple 'medical professional' type care for employees or third parties, e.g. GP visit, minor injuries unit visit	General staff morale problems and increased turnover
4. Major Risk	Financial loss of between £500k & £1M	Major drop in performance or inability to deliver discretionary services	Sustained negative media coverage or 'affected industry' publication exposure	Regulator/Ombudsman report requiring major project to correct or prosecution with fines, etc.	Limited hospital care required for employees or third parties	Widespread morale problems and high turnover. Not perceived as employer of choice
5. Catastrophic	Financial loss of over £1M	Major drop in performance or inability to deliver mandatory services	Long-term negative media coverage, or national media exposure	Significant prosecution or fines, incarceration of directors	Significant injuries or fatalities to employees or third parties	Some senior leaders leave / high turnover of experienced staff, insufficient staff to complete statutory functions



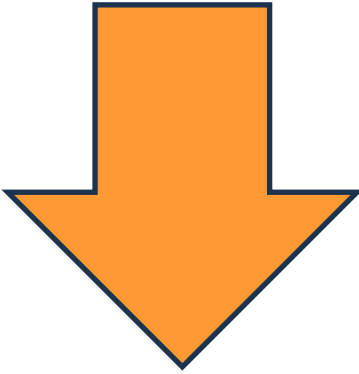
To calculate the overall risk score, we multiply the likelihood by the highest impact category score.

Our Risk Management Treatment



Adherence to Medium Term Financial Strategy					Overall Scoring
What is the risk?	Failure to sustain a robust on-going medium term financial strategy with adequate reserves to meet unforeseen circumstances. This may be due to increased cost pressures and / or reduced income; council decisions; changes in Government policy with regard to business rates or additional requirements on service provision without funding to support.				Risk Score (Current) <div>12</div>
	Failure to meet savings plans or deliver increased income as detailed within the medium term financial strategy				
What could cause the risk to occur?	Reduction in Government grant, increasing demand for services and other cost pressures and increased risks associated with business rate and council tax collection.				Risk Score History
	Additionally, income from commercial activities may not materialise or may be reduced, e.g. a reduction in sales fees and charges income. The amount of income received can be adversely affected by a fall in collection rates due to economic downturn and other factors such as the bankruptcy/liquidation of large ratepayers or any sizeable rateable value reductions achieved by business rated properties in the area.				
Risk Scoring	Likelihood of risk occurring		3 (Possible)	What are we doing to reduce the risk? 1. Robust horizon scanning to monitor changes in Government policy. CLT awareness of the risks, cautious approach to budgeting and robust systems of financial control. 2. CLT actively participate in Government consultations, MP discussions and keep aware of changes ensuring where appropriate the learning from this is incorporated into strategic plans. 3. CLT and Members engaged in the development of the MTFS to ensure robust appraisal of any plans put forward.	<div>12</div>
	Impact	Financial	4 (Major)		
		Service Quality	4 (Major)		
		Reputation	4 (Major)		
		Legal/Regulatory	4 (Major)		
		Health and Safety	1 (Insignificant)		
		Morale/Staffing	2 (Minor)		
Current Update	The Council has approved its Medium Term Financial Strategy for the period covering 2024/25 to 2028/29. The budget presents a balanced budget for a three-year period to 2026/27 achieved with the use of reserves. The budget takes a prudent view of income and expenditure given the continued uncertainty about the level of local government funding for 2026/27 and beyond. Aligned to the MTFS, the Councils Capital, Treasury and Asset Strategies all support the medium term planning. The Council's accounts for 2022/23 have been audited and given an unqualified opinion. As at 31 March 2023, the Council has £15.666 million in General and Earmarked Reserves. The budget planning process for 2025/26 will begin shortly and continued focus will be on ensuring that the use of reserves is sustainable along with identifying alternative options that can be implemented if funding reform has a detrimental impact on the Council's funding.				Risk Direction <div>→</div>

Business Continuity					Overall Scoring	
What is the risk?	<p>The risk is that we do not develop and keep maintained robust processes to ensure business continuity in the event of a significant event occurring, e.g. Failure to ensure the continuous availability of critical IT systems leading to inability to deliver key council services.</p> <p>Increased risk of successful cyber attacks on main Council systems or on partner organisations</p> <p>Identified Risks within BCP’s: Risk to internal (on premise) IT Systems ,Flooding Risks , Pandemics, COMAH Site, Inclement weather New risks identified working with CCU: Electricity Supply disruption - Fuel Pipeline incursion - Industrial Action - Concurrent Incidents - Railway incident - Light Air Craft incident</p>				Risk Score (Current)	
					<div><div></div><div>15</div></div>	
What could cause the risk to occur?	<p>Developing and maintaining robust Business Continuity Plans requires significant and sustained focus. Following Covid 19, the Councils risk profile has changed as we have relied much heavier on working in different ways (for example more staff working from home the majority of time) and with significant pressures being placed on some of our key delivery partners/ contractors.</p> <p>Work is required to update our BCP ’s to the changing environment that we are operating in. Increased and targeted cyber threats, changing weather patterns and ongoing political, social and economic unrest increase the risk of a business continuity event triggering.</p> <p>Multiple or concurrent incidents may overwhelm the ability to respond to incidents through to recovery without intervention from senior management directing staff away from current day roles , Lack of training for those who are responders in the event of an incident/multiple concurrent incidents occurring at all levels</p>				Risk Score History	
					<div><div></div><div>15</div></div>	
Risk Scoring	Likelihood of risk occurring		3 (Possible)		What are we doing to reduce the risk? <div><div>1.</div><div>Migration to off premise back up of key digital applications and continued move to cloud hosted solutions</div></div> <div><div>2.</div><div>Agile working further reduces reliance on office buildings.</div></div> <div><div>3.</div><div>Locality workers can be despatched more easily to ensure resident and business engagement can be maintained during any incident.</div></div> <div><div>4.</div><div>Business Continuity plans have been updated and are regularly tested with key partner organisation support</div></div>	
	Impact	Financial	5 (Catastrophic)			
		Service Quality	5 (Catastrophic)			
		Reputation	4 (Major)			
		Legal/Regulatory	2 (Minor)			
		Health and Safety	3 (Moderate)			
		Morale/Staffing	3 (Moderate)			
Current Update					Risk Direction	
<p>Continued membership of the Local Resilience Forum . Exercise and Training Hub to provide appropriate training to all roles , BCPS for all services to be reviewed24/25</p> <p>Maintaining a modern and stable IT estate, applying both functional and security updates on a regular basis, and regularly testing the cloud backup and restore processes. Continued migration of IT applications to being hosted in the cloud. Provision of a cloud disaster recovery service by April 2025 to temporarily host the remaining on-premise systems in the cloud in the event of a complete network outage.</p> <p>Refinement and testing of a Cyber Incident Response Plan, including associated playbooks containing scenarios that simulate an actual attack. Progress has also been made in updating our Business Continuity and recovery plan for our IT service.</p>					<div><div></div></div>	

Delivery of Waste and Recycling Service				Overall Scoring
What is the risk?	a) To deliver the services to the specified standard and within agreed contractual values. b) The maintenance of green waste collection revenue c) The timescale of forthcoming legislative changes not aligning with the necessary timescales to integrate into service design for post-March 2025 d) Changes to funding landscape for waste and recycling services (e.g. EPR, DRS and new burdens) e) Lack of market interest in contracts for waste collection, and materials processing post-March 2025 g) Further reduction in recycling credits (dry) placing additional pressures on service budget h) Loss of disposal points and/or fleet i) Failure to achieve recycling rate target j) Service assessed as ‘ineffective’ and/or ‘inefficient’ under EPR			Risk Score (Current)
				
What could cause the risk to occur?	a) Inadequate resourcing; digital systems; fuel shortages; material market; inaccurate bid; poor contract /service/budget management; inflation b) Cost of living pressures; poor service standards; inaccessibility of sign-up process; government mandate free of charge collections c) Lack of government clarity; delays to the outcomes; procurement timeframes for new collection and disposal services d) Short, fixed timeframes for implementation will result in saturation of the markets for consultants, procurement, vehicles, waste containers etc. e) Funding design; poor data and evidence use; new burdens limitations f) Disposal points proximity and negotiated capacity; core material ambiguity; material quality, quantity and value; value of material collected; availability of depot/land g) Dry credit agreement being , green credit agreement will result in value tracking contract cost only from 2024 until 2027 when the contract expires. h) Emergency events; hazardous waste in kerbside bins; local incident obstructing access; lack of suitable contingency provision i) Not implementing minimum standards; failure to deliver an effective and efficient service; social demographics; communication/participation rates fall j) Service is deemed to be underperforming and placed on an improvement plan			Risk Score History
				
Risk Scoring	Likelihood of risk occurring		3 (Possible)	What are we doing to reduce the risk? 1. Continued engagement with the existing contractor to ensure performance is maintained 2. Developing a comprehensive communication plan to better engage with residents 3. Developed risk assessment and business continuity plans for the delivery of services 4. Reviewing contract management practices including audit schedules; contract manual development; and developing how data and evidence is used as contractual intelligence 5. Improved budget monitoring practices to keep a ‘real time’ record of projected end of year, and current spend against target 6. Soft market testing process for post-March 2026 service to glean market interest 7. Charges for replacement/additional bins; bins for new developments; review charges for garden waste collections price increase to £45.50 from May 24; review of services we could charge/make savings from
	Impact	Financial	5 (Catastrophic)	
		Service Quality	5 (Catastrophic)	
		Reputation	5 (Catastrophic)	
		Legal/Regulatory	4 (Major Risk)	
		Health and Safety	4 (Major Risk)	
		Morale/Staffing	4 (Major Risk)	
Current Update	Regular contract meetings are held to manage the arrangement and issues escalated to the Corporate Leadership Team where required. Introduced increased charges for bulky waste collections to realign charge with our increased costs over the last decade. Increased charges for CGW implemented from May 2024. Charges for bins for developers and resident damage approved, and to be embedded into service delivery. Data led resourcing plan for customer services during green waste sign up period; improved digital service offer for online sign ups, communications and operational delivery plan based on data, intelligence and lessons learned from previous years. Maintenance of membership of key groups including LARAC and NAWDO for regular updates; attendance of DEFRA workshops and webinars for updates; contributing to design and development of new systems and processes including through providing data and intelligence to government bodies Recycling credits a fixed item on SWOG agenda, and discussed at a partnership level, and Board level at Staffordshire Sustainability Board. Dry credit proposal developed by			Risk Direction 

Cost of Living Pressures					Overall Scoring
What is the risk?		The risk is that the significant increase in the cost- of- living results in many more residents requiring urgent support to meet their basic needs and to keep on top of their essential bills. The increase in residents requiring support will put pressure on Council services particularly Housing, Revenues and Benefits as well as for some of our key partners such as Citizens Advice. Additionally, as residents have less disposable income, we are likely to see an impact on discretionary spend services and businesses across the district. We could also see a rise in homelessness applications due to residents getting into debt and being unable to pay their rent or mortgage and landlords not being able to meet mortgage payments are increasing rents significantly.			Risk Score (Current) <div>15</div>
What could cause the risk to occur?		There has been a marked increase in the cost of living, largely driven by an increase in energy bills. Inflation has hit a 40 year high in recent months and interest rates are continuing to rise. This will lead to a reduction in the living standards of many residents within the District. Rents and mortgages are increasing along with other household bills, food and fuel. Although wages for some have increased this has not matched the rate of inflation. For those in receipt of benefits their income has increased significantly less in comparison including Local Housing Allowance Rates compared with rental charges.			
Risk Scoring		Likelihood of risk occurring		5 (Almost Certain)	What are we doing to reduce the risk? 1. We have taken steps to quickly progress payments through the government Council Tax energy rebate scheme and launched a discretionary scheme for those households not eligible for the main scheme 2. Invested in the Welfare Team to ensure applications for support including housing are dealt with within expected timescales 3. Established emergency funding ‘Community is the Best Medicine’ to support groups to set up warm spaces or other suitable community support. 4. Cost of Living Checklist which is reviewed monthly by CLT and Cabinet and has reflected in the 2023/24 MTFS
		Impact	Financial	3 (Moderate)	
			Service Quality	3 (Moderate)	
			Reputation	3 (Moderate)	
			Legal/Regulatory	3 (Moderate)	
			Health and Safety	2 (Minor)	
		Morale/Staffing	3 (Moderate)		
Current Update		Additional grant funding received through the homelessness prevention grant to be used to lease additional temporary supported accommodation. Staff vacancies now filled. 23/24 - Processed 1,570 new benefit claims in average of 20 days Creating Brighter Futures scheme – supporting people to become financially resilient, moving closer to work, into work and training/qualifications for those in low paid and unskilled jobs. At end of Q4 we have 130 people receiving support of which 77 are economically inactive and 8 people have moved into work. Community is the Best Medicine – with the launch of the combined on-line application form we are starting to see more applications for community support.			Risk Direction <div></div>

Workforce					Overall Scoring
What is the risk?		The risk is that the Council fails to recruit or retain appropriately skilled, experienced and trained staff to deliver our services. Which in turn could result in us being unable to fulfil statutory responsibilities and/or provide services of an appropriate quality standard to our residents, communities and businesses.			<div>Risk Score (Current)</div> <div>12</div>
What could cause the risk to occur?		<div><div><div>• Wider economic pressures, cost of living will encourage staff to look for alternative employment</div><div>• Skills shortages drive up market pay</div><div>• Failing to have the right culture , values and working environment will make it less likely that we are considered to be an employer of choice</div><div>• Inadequate workforce and staff training</div></div></div>			
Risk Scoring	Likelihood of risk occurring		3 (Possible)	<div>What are we doing to reduce the risk?</div> <div>The Councils Workforce Strategy includes a range of targeted interventions to prevent and mitigate against this risk including:</div> <div><div>I. Market pay benchmarking/reviews</div><div>II. Vivup employee benefits scheme</div><div>III. Range of actions to support inclusive positive leadership culture, flexible ways of working and excellent staff wellbeing support.</div><div>I. New recruitment landing site and enhanced marketing of our employer of choice brand</div><div>II. RPP and regular ELT reviews which identify appropriate investment and deployment of resources across services.</div><div>III. New Talent Attraction and Retention policy approved in March 2024</div></div>	<div>Risk Score History</div> <div>12</div>
		Financial	2 (Minor)		
		Service Quality	4 (Moderate)		
		Reputation	3 (Moderate)		
		Legal/Regulatory	3 (Moderate)		
		Health and Safety	3 (Moderate)		
		Morale/Staffing	4 (Moderate)		
Current Update		<div><div><div>- 2023/2024 vacancy, internal promotion are strong. Retention rate was 88%.</div><div>- Our 2023/2024 staff engagement survey confirmed that 96.5% of staff recommend us as a place to work with many commenting that we are a fair, flexible and supportive employer.</div><div>- We will be carrying out promotional work on our new Talent Attraction and Retention Policy.</div></div></div>			<div>Risk Direction</div> <div>Stable</div>
<div>Page 62 of 82</div>					

Housing, Infrastructure and Growth					Overall Scoring
What is the risk?		Lack of an up to date Local Plan in place could lead to unplanned ad hoc developments being consented across the district that are not in the appropriate locations, and delivered without a strategic overarching review of what additional infrastructure may be needed (both financial developer contributions as well as delivery of new facilities), therefore burdening existing infrastructure further.			Risk Score (Current) <div>12</div>
What could cause the risk to occur?		The recent government proposals to change the NPPF and the planning system have created a great deal of uncertainty around what our Local Plan should deliver. In the light of this uncertainty, Members may fail to reach agreement on the Local Plan. Without an up to date plan in place quickly, the Council may soon fail to demonstrate a 5 year housing land supply (5YHLS), which will lead to the ‘presumption in favour of sustainable development’ being engaged, and then lead to an increase in applications for housing on non Green belt sites. The increase in planning applications in the absence of a 5YHLS will also be compounded by the delay to Biodiversity Net Gain recently announced, and landowners desire to gain consent and avoid needing to deliver such requirements.			
Risk Scoring	Likelihood of risk occurring		3 (possible)		What are we doing to reduce the risk? 1. We have taken steps to quickly progress Member engagement on Planning, particularly the Local Plan, post elections. We aim to get a clear steer from Members in July, with a view to making our position public and restarting the Local Plan. 2. Invested in the Planning Team to ensure both the Local Plan can be prepared swiftly and correctly, as well as fully staff Development Management to effectively manage planning applications in a timely manner. 3. Support our non-statutory paid planning functions to ensure that pre-application advice can be given to prospective applications, to ensure infrastructure is given full consideration on a case-by-case basis. On larger sites, continue to work under paid Planning Performance Agreements (PPAs) to ensure sites can deliver necessary onsite infrastructure. 4. Maintain good relations with service and infrastructure providers to respond swiftly to ad hoc applications.
	Impact	Financial	3 (moderate)		
		Service Quality	4 (major)		
		Reputation	4 (major)		
		Legal/Regulatory	3 moderate)		
		Health and Safety	1 (insignificant)		
		Morale/Staffing	3 (moderate)		
Current Update		Members have now approved we consult on an updated Reg 19 (Publication Plan) and the consultation will run from 18.4.24 - 31.5.24. A variety opportunities for the public to engage in the consultation have been set during that time, both face to face and digitally. Following the consultation officers will then be working towards a submission to the Sec of State before the June 2025 deadline Parish Council Forum has been arranged for 13th May 24. The session will provide Parish Members and Clerks the opportunity to engage with us on the Local Plan, Development Management and Enforcement. WE are also continuing to engage with colleagues on DLUHC as we progress the LP.			Risk Direction <div>↓</div>

UK Shared Prosperity Fund				Overall Scoring
What is the risk?	Poor financial performance (underspend or overspend), Poor performance and failure to achieve expected outputs and outcomes, weak governance, reputational damage through poor financial performance, poor delivery and weak governance. Missed opportunities to make a difference to our communities, residents and businesses, internal capacity to deliver projects and programme management, potential for fraud from recipients of funding, correct procurement guidelines followed. No further funding available after March 25			Risk Score (Current) <div>9</div>
What could cause the risk to occur?	<div>- Weak governance</div> <div>- Inadequate monitoring of financial performance</div> <div>- Inadequate monitoring of delivery</div> <div>- Lack of grant funding qualifying criteria and evaluation</div> <div>- Lack of due diligence checks on grant recipients</div> <div>- Poor comms and branding</div> <div>- Failure to adhere to UKSPF & Council procurement guidelines</div> <div>- Failure to engage with partners</div> <div>- Failure to plan or having no continuity plans in place post march 25</div>			
Risk Scoring	Likelihood of risk occurring		3 (moderate)	What are we doing to reduce the risk? <div>- Agreed governance in place with regular monitoring at officer board, CLT, Cabinet, Overview & Scrutiny & to DLUHC.</div> <div>- Programme Officer appointed on F/T contract</div> <div>- Robust funding guidelines and evaluation process</div> <div>- Grant funding evaluation panels in place with mixture of internal & external colleagues</div> <div>- Robust due diligence of bids & funding agreements in place prior to receiving any funding</div> <div>- Comms opportunities considered by project leads & officer’s board.</div> <div>- DLUHC branding requirements are a condition of grant funding</div> <div>- Regular consultation & updates to South Staffordshire Partnership & some partners on evaluation panels.</div> <div>- Internal reviews & working with partners to look at alternative funding should UKSPF cease in March 25.</div>
	Impact	Financial	3 (moderate)	
		Service Quality	3 (moderate)	
		Reputation	3 (moderate)	
		Legal/Regulatory	3 moderate)	
		Health and Safety	1 (insignificant)	
		Morale/Staffing	2 (minor)	
Current Update	<div>People & Skills (Creating Brighter Futures) – Overall performance is strong with some of the indicators for the end of the programme already achieved. For those RAG rated red they are being reviewed and action plans being put in place to address performance. Also looking at more quantitative measures to better demonstrate the difference the programme is bringing to our residents.</div> <div>Supporting Local Business – All programmes have commenced take up has been broadly strong, although applications for individual business grants has been lower than expected. Looking at tweaks to eligibility to improve take up. ‘Ascendent’ software programme being used as a clear and auditable system of applying for, approving & distributing grants. High St/Village Centre appraisal is close to be finalised and will be presented to Members in near future.</div> <div>Community & Place – Landywood Enterprise Park decarbonisation works now largely complete. Partnering with SCC to combine Warmer Homes funding & activity to broaden eligibility criteria, now live. Bulk of C & P is in y3 but working up and procuring projects including active travel and green space enhancements, and tourism activities.</div> <div>Y1 & 2 allocation is circa £1.39m & provisional total spend at 31.3.24 is £960k (70%)</div> <div>Rural England Prosperity Funding – Total grant = £489k & £225k allocated with continuing strong interest in applying</div>			Risk Direction <div>➡</div>

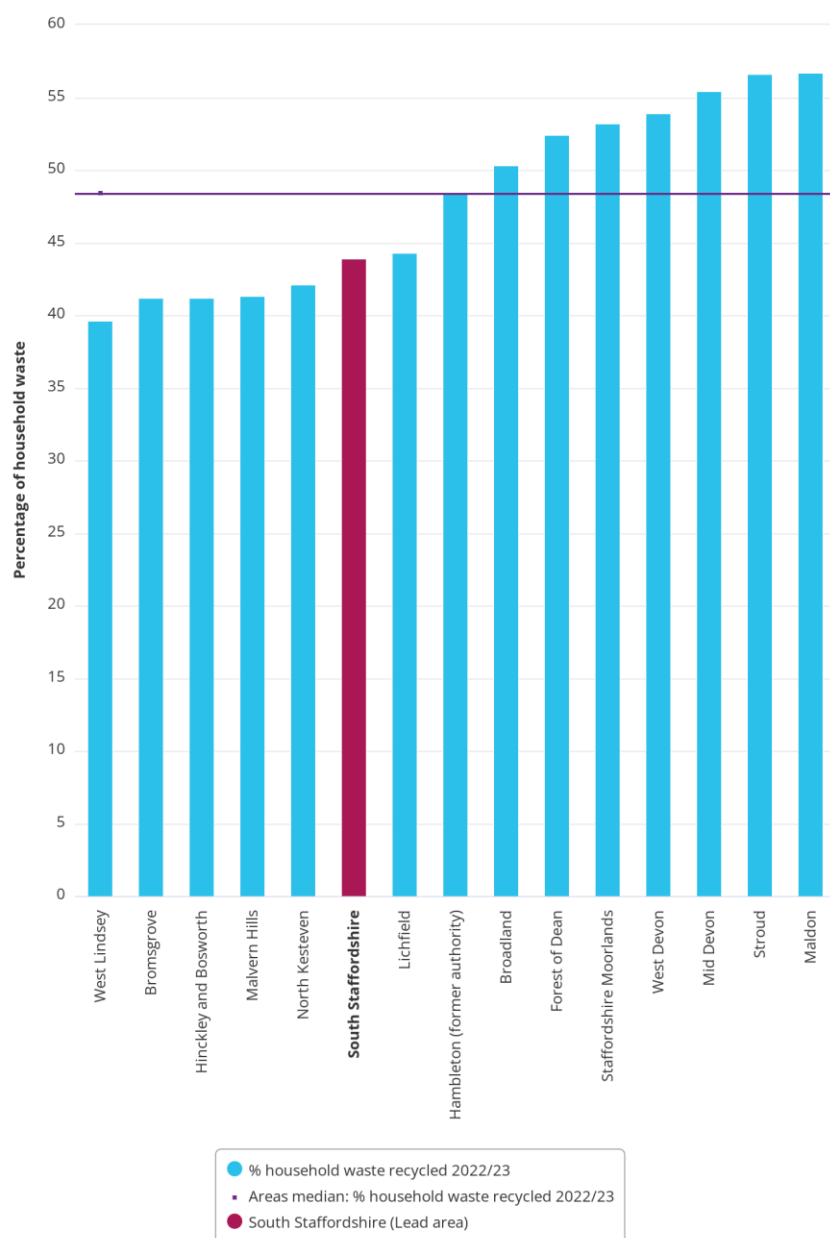
Oflog Dashboard Report for South Staffordshire Council

This is a report which demonstrates the Oflog dashboard data using LG Inform, the Local Government Association's data benchmarking tool.

Household waste recycling rate

In 2022/23, the percentage of household waste sent for reuse, recycling and composting for South Staffordshire was [43.90%](#), which was below the South Staffordshire CIPFA nearest neighbours median percentage of 49.35%.

Percentage of household waste sent for reuse, recycling and composting (2022/23) for South Staffordshire CIPFA nearest neighbours

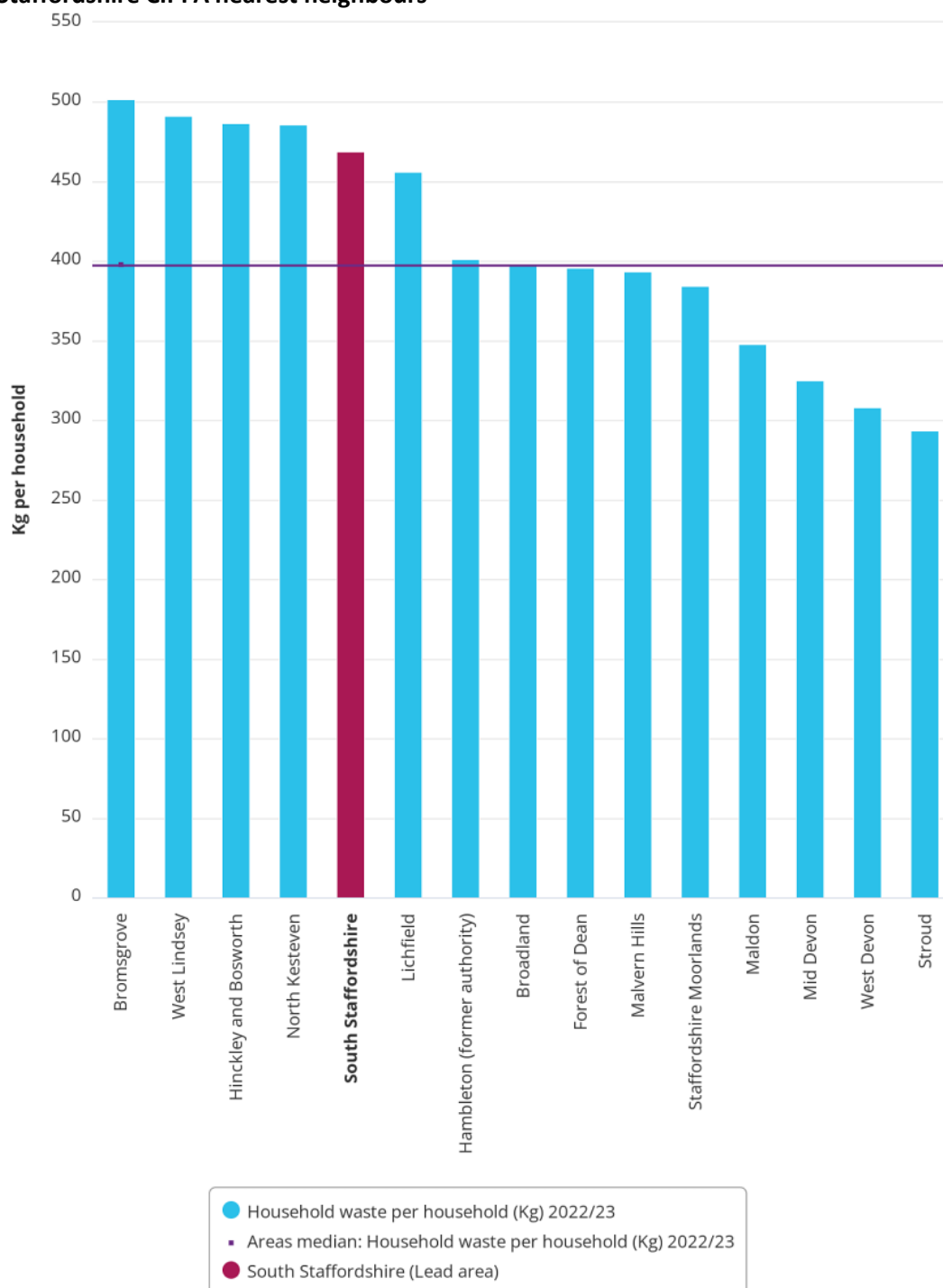


Source: DEFRA, Local authority collected waste management, [Percentage of household waste sent for reuse, recycling and composting \(annual\)](#), **Data updated:** 20 Mar 2024

Amount of residual household waste

In 2022/23, the amount of residual household waste collected per household for South Staffordshire was [468.60](#) kilograms, which was above the South Staffordshire CIPFA nearest neighbours median amount of 396.60 kilograms per household.

Residual household waste per household (annual) (2022/23) for South Staffordshire & South Staffordshire CIPFA nearest neighbours

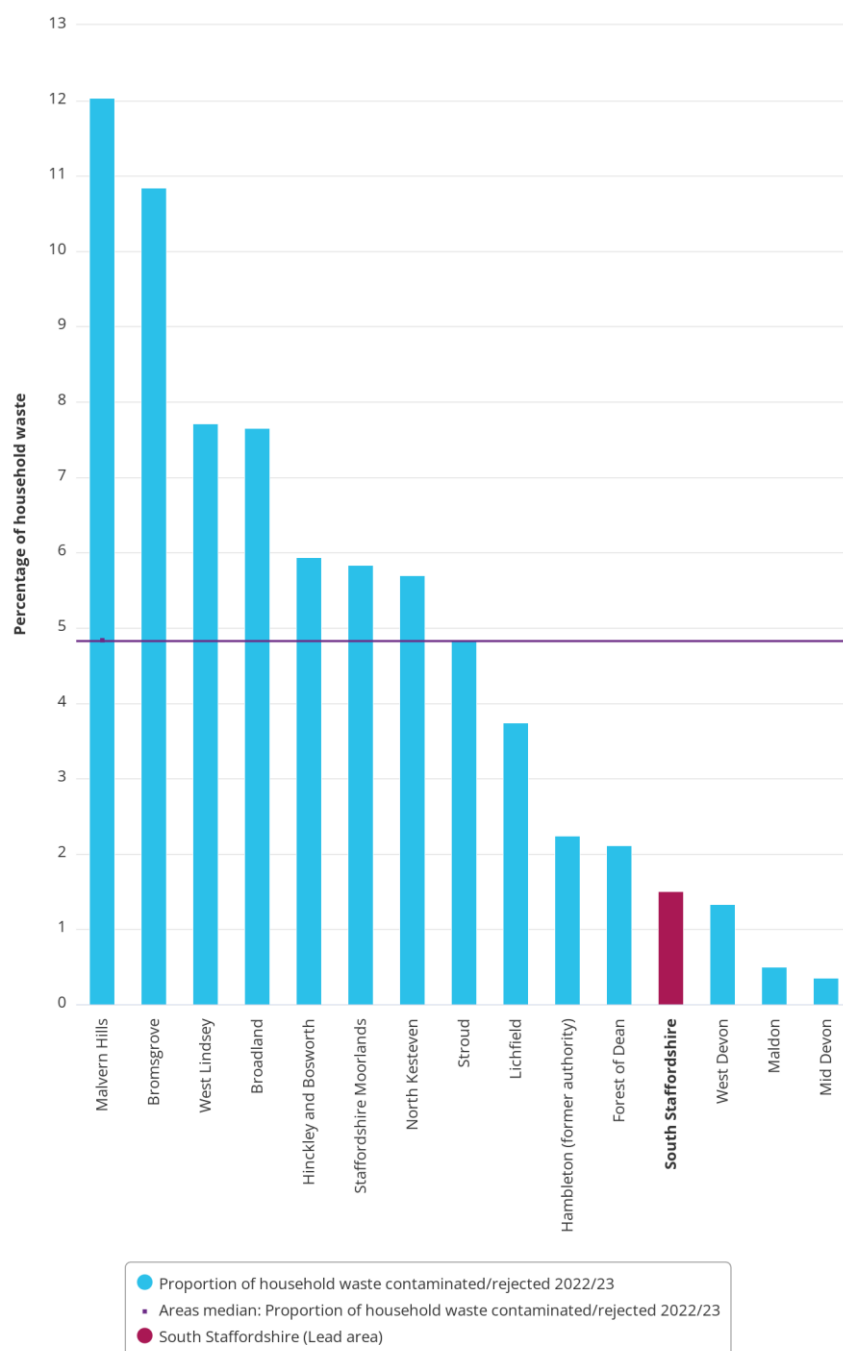


Source: Department for Environment, Food and Rural Affairs, Local authority collected waste management, [Residual household waste per household \(annual\)](#), Data updated: 20 Mar 2024

Household recycling contamination rate

In 2022/23, the proportion of household waste contaminated/rejected for South Staffordshire was 1.50%, which was below the South Staffordshire CIPFA nearest neighbours median proportion of 5.26%.

Proportion of household waste contaminated/rejected (2022/23) for South Staffordshire & South Staffordshire CIPFA nearest neighbours



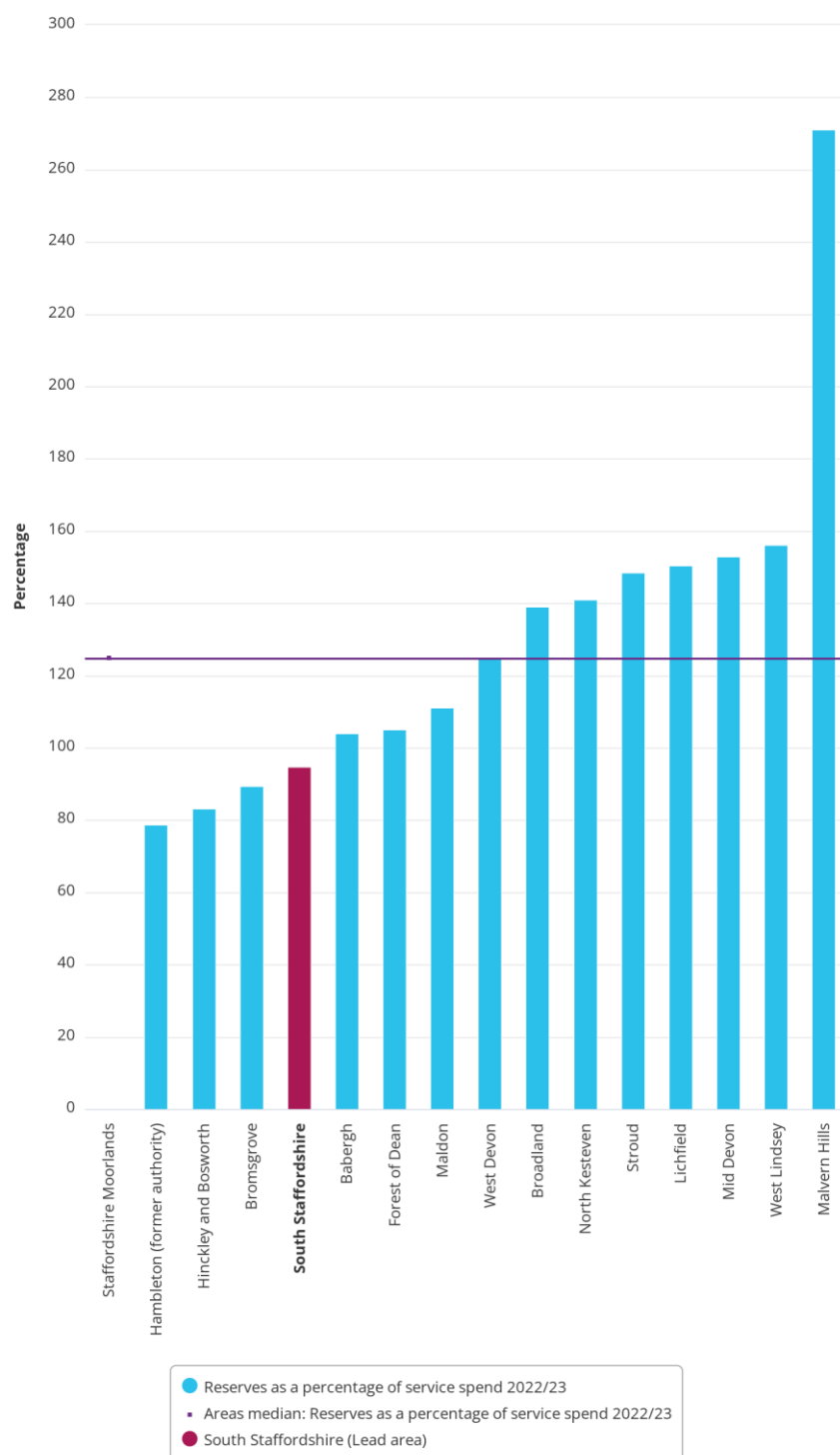
Source: Calculated by LG Inform, N/A, [Proportion of household waste contaminated/rejected](#), **Data updated:** 07 Feb 2024

Finance Metrics

Reserves as a proportion of service expenditure

In 2022/23, the reserves as a proportion of 'service expenditure' for South Staffordshire was [94.7%](#), which was below the South Staffordshire CIPFA nearest neighbours median proportion of 131.9%.

Reserves as a percentage of service spend (2022/23) for South Staffordshire & South Staffordshire CIPFA nearest neighbours

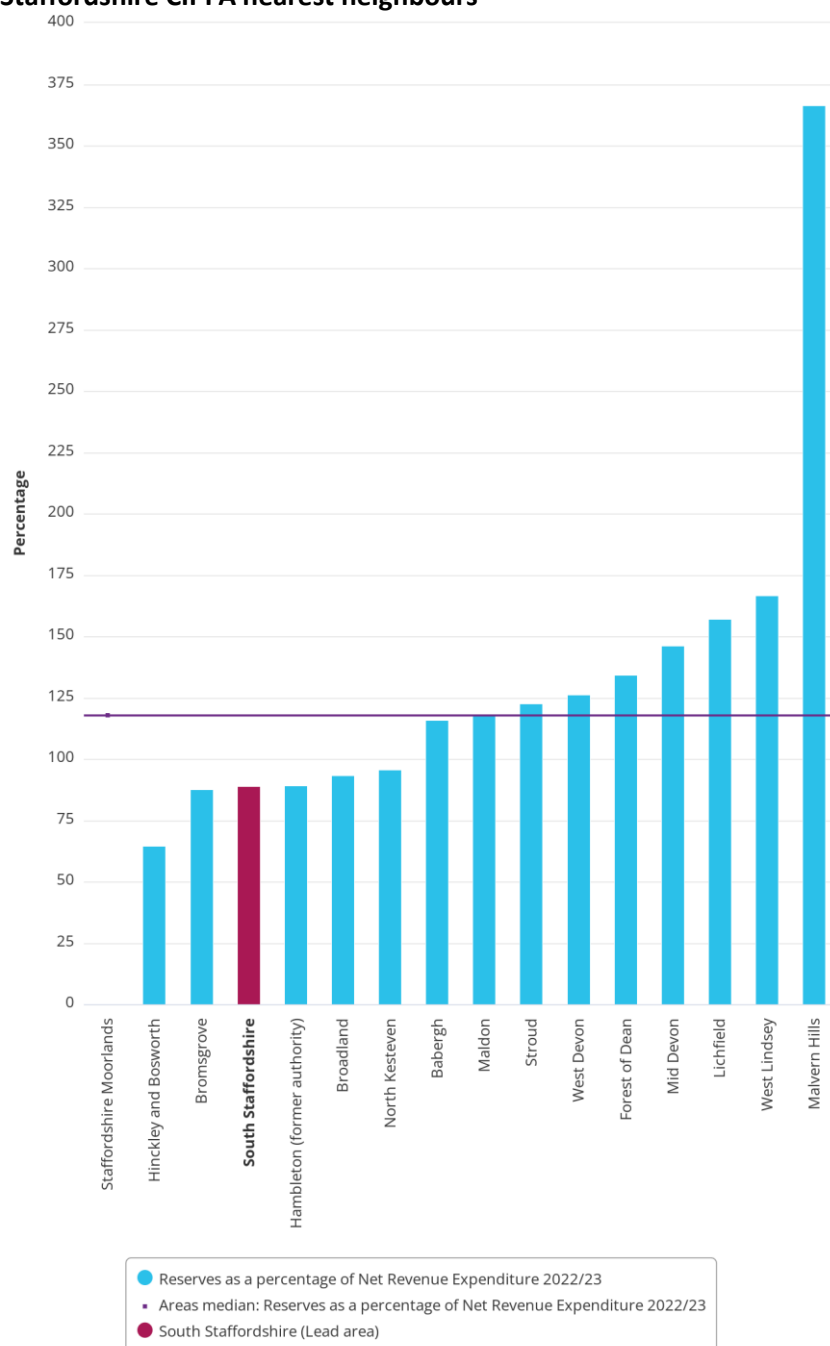


Source: Calculated by LG Inform, N/A

Reserves as a proportion of net revenue expenditure

In 2022/23, the total reserves as a proportion of 'net revenue expenditure' for South Staffordshire was **88.8%**, which was below the South Staffordshire CIPFA nearest neighbours median proportion of 120.2%.

Reserves as a percentage of Net Revenue Expenditure (2022/23) for South Staffordshire & South Staffordshire CIPFA nearest neighbours

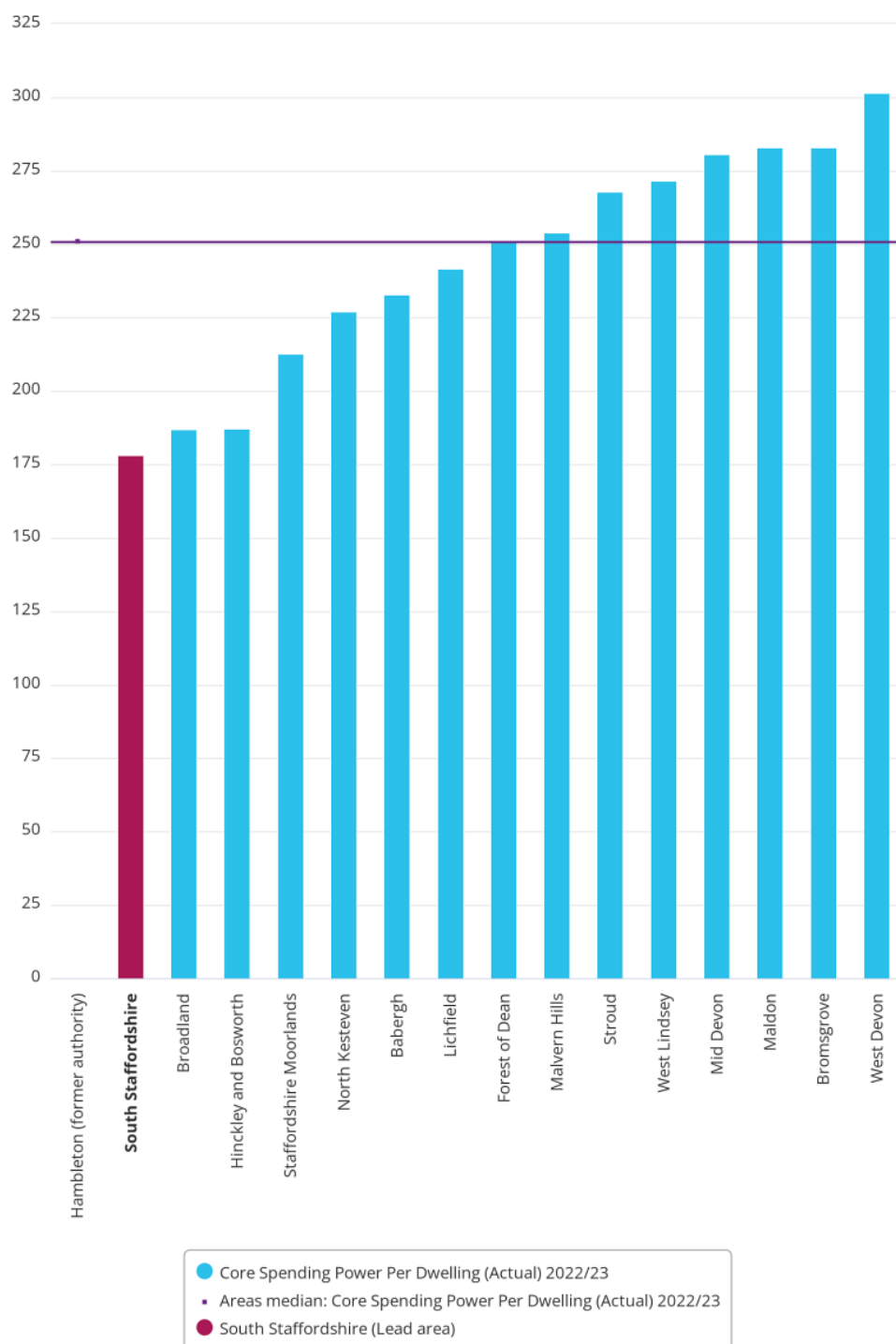


Source: Calculated by LG Inform, N/A, [Reserves as a percentage of Net Revenue Expenditure](#), **Data updated:** 31 Jan 2024

Total core spending power per dwelling

In 2022/23, the total core spending power per dwelling for South Staffordshire was £178.03, which was below the South Staffordshire CIPFA nearest neighbours median of £252.34.

Total Core Spending Power Per Dwelling (Actual) (2022/23) for South Staffordshire & South Staffordshire CIPFA nearest neighbours

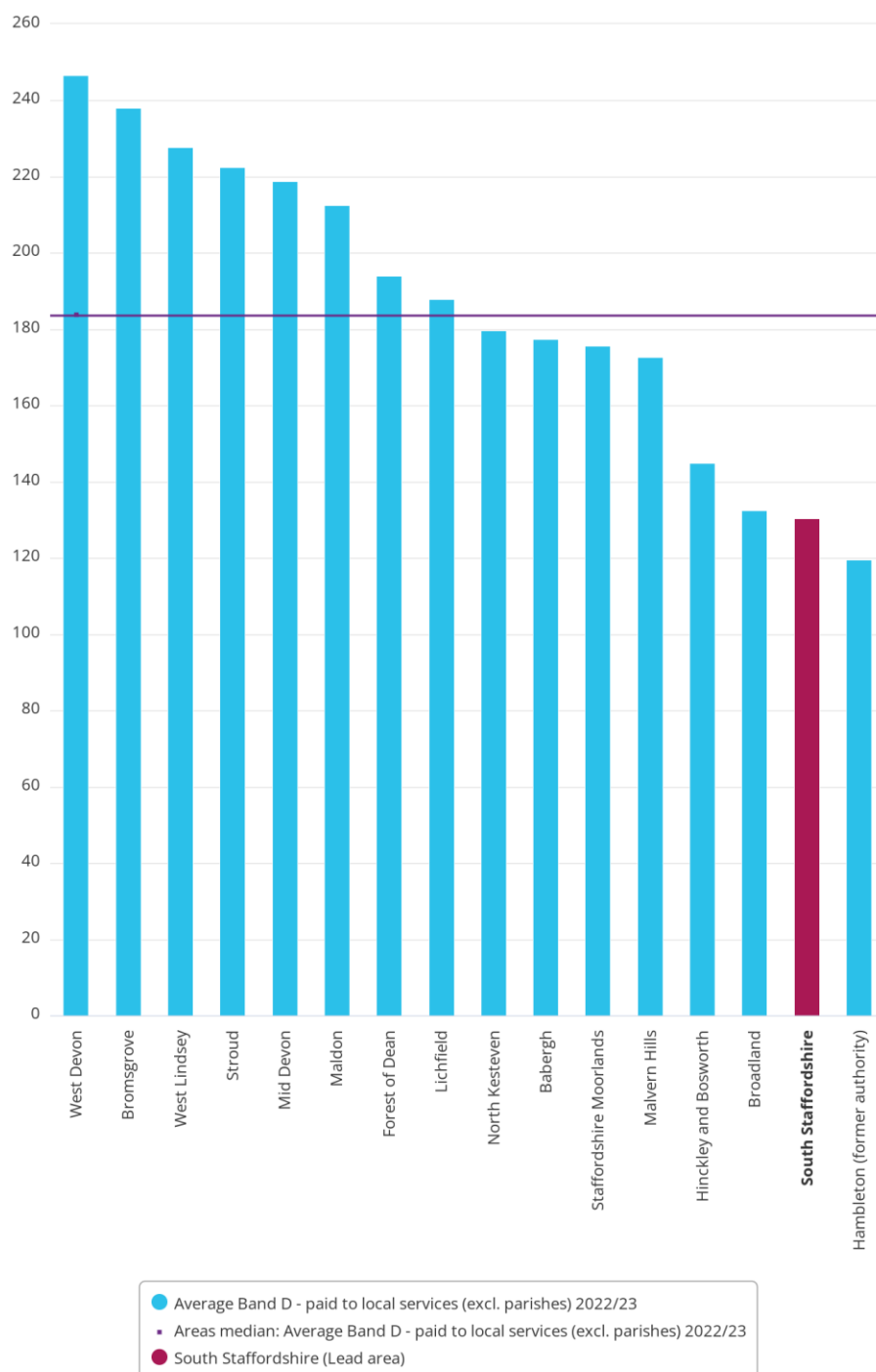


Source: Department for Levelling Up, Housing & Communities, Core spending power, [Total Core Spending Power Per Dwelling \(Actual\)](#), **Data updated:** 14 Feb 2024

Level of Band D Council Tax rates

In 2022/23, the average council tax Band D bill for South Staffordshire was [£130.34](#), which was below the South Staffordshire CIPFA nearest neighbours median bill of £187.85.

Council tax average Band D tax bill - amount paid to local services (excl. parishes) (2022/23) for South Staffordshire & South Staffordshire CIPFA nearest neighbours

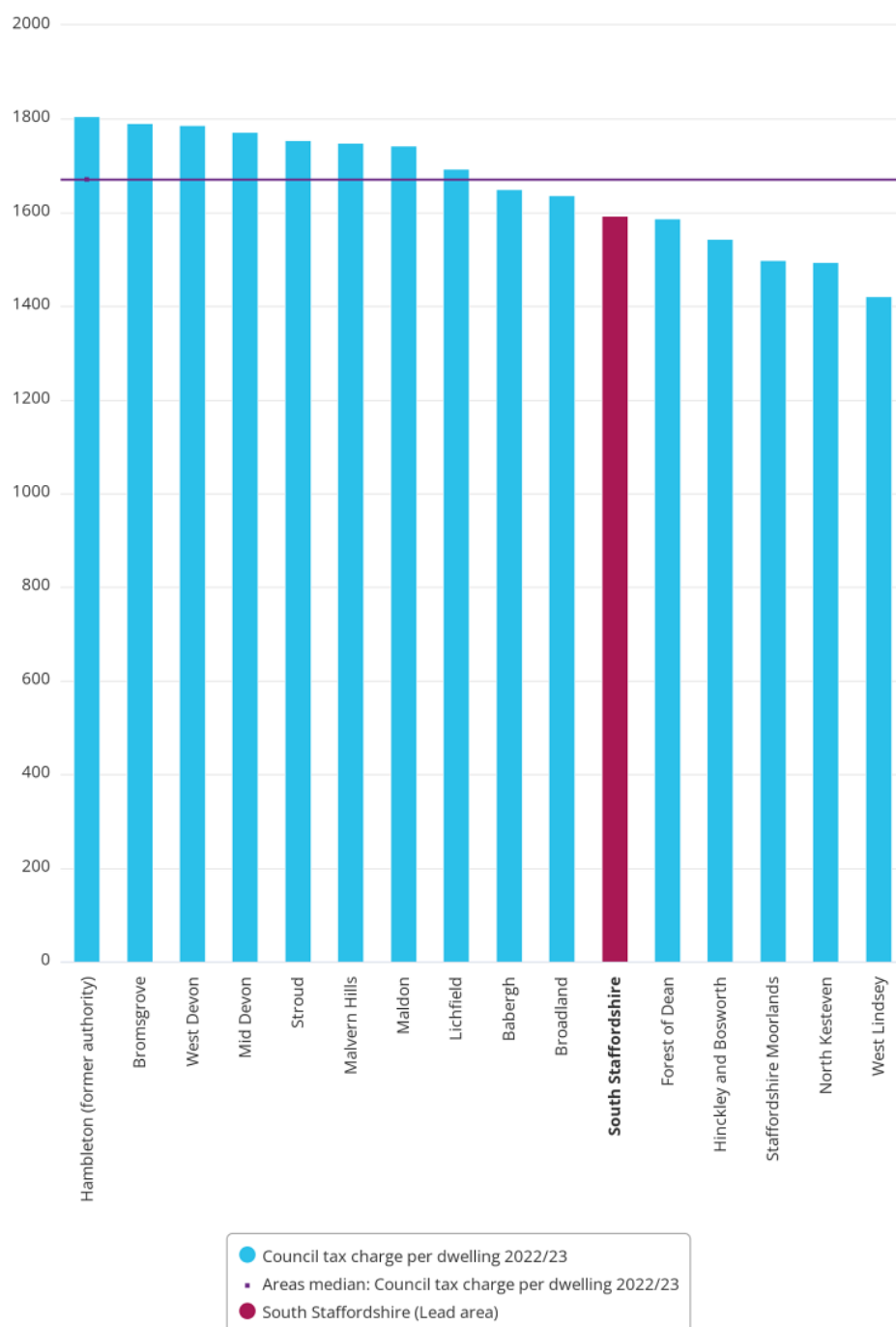


Source: Department for Levelling Up, Housing & Communities, Council Tax levels set by local authorities, [Council tax average Band D tax bill - amount paid to local services \(excl. parishes\)](#), **Data updated:** 28 Mar 2024

Council Tax revenue per dwelling

In 2022/23, the average council tax a resident pays, before local discounts and council tax support, for South Staffordshire was £1,592.72, which was below the South Staffordshire CIPFA nearest neighbours median of £1,692.34.

Council tax, average charge per chargeable dwelling (2022/23) for South Staffordshire & South Staffordshire CIPFA nearest neighbours

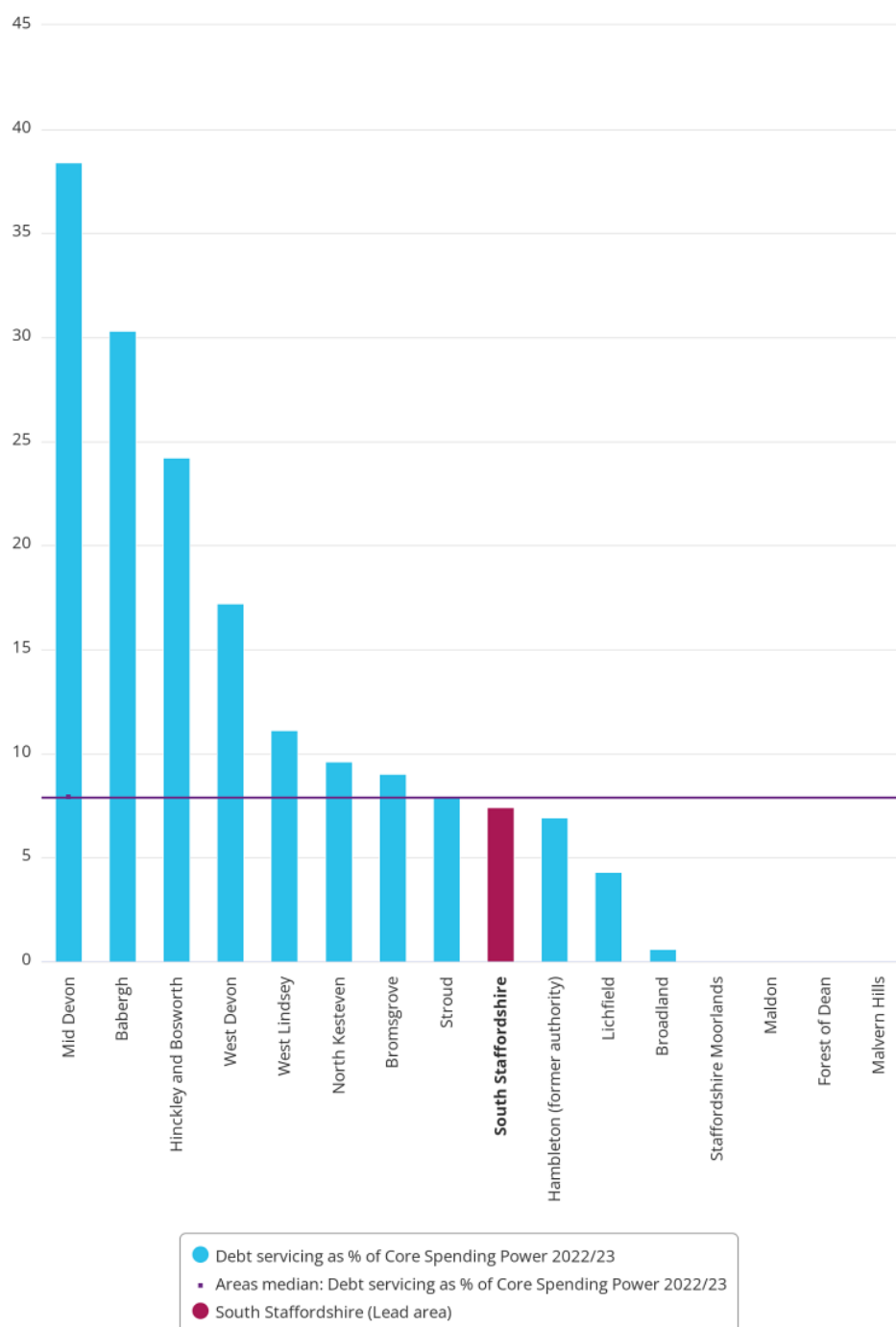


Source: Department for Levelling Up, Housing & Communities, Council tax, [Council tax, average charge per chargeable dwelling](#), **Data updated:** 28 Mar 2024

Debt servicing as percentage of core spending power

In 2022/23, the level of debt servicing as a percentage of Core Spending Power for South Staffordshire was 7.4%, which was below the South Staffordshire CIPFA nearest neighbours median of 8.4%.

Debt servicing as % of Core Spending Power (2022/23) for South Staffordshire & South Staffordshire CIPFA nearest neighbours

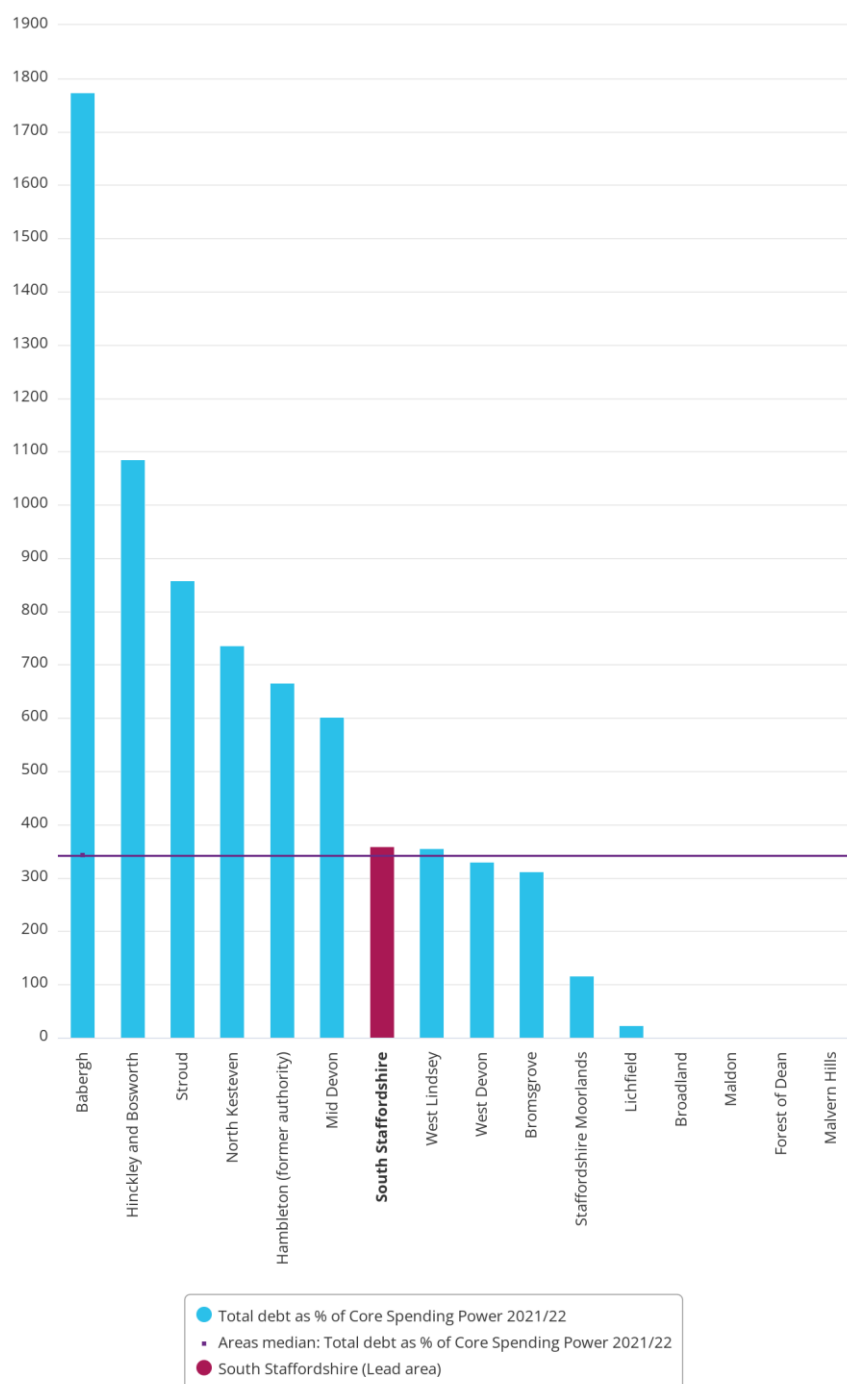


Source: Calculated by LG Inform, N/A, [Debt servicing as % of Core Spending Power](#), **Data updated:** 14 Feb 2024

Total debt as percentage of core spending power

In 2021/22, the total debt as a percentage of Core Spending Power for South Staffordshire was 359.1%, which was below the South Staffordshire CIPFA nearest neighbours median percentage of 329.4%.

Total debt as % of Core Spending Power (2021/22) for South Staffordshire & South Staffordshire CIPFA nearest neighbours

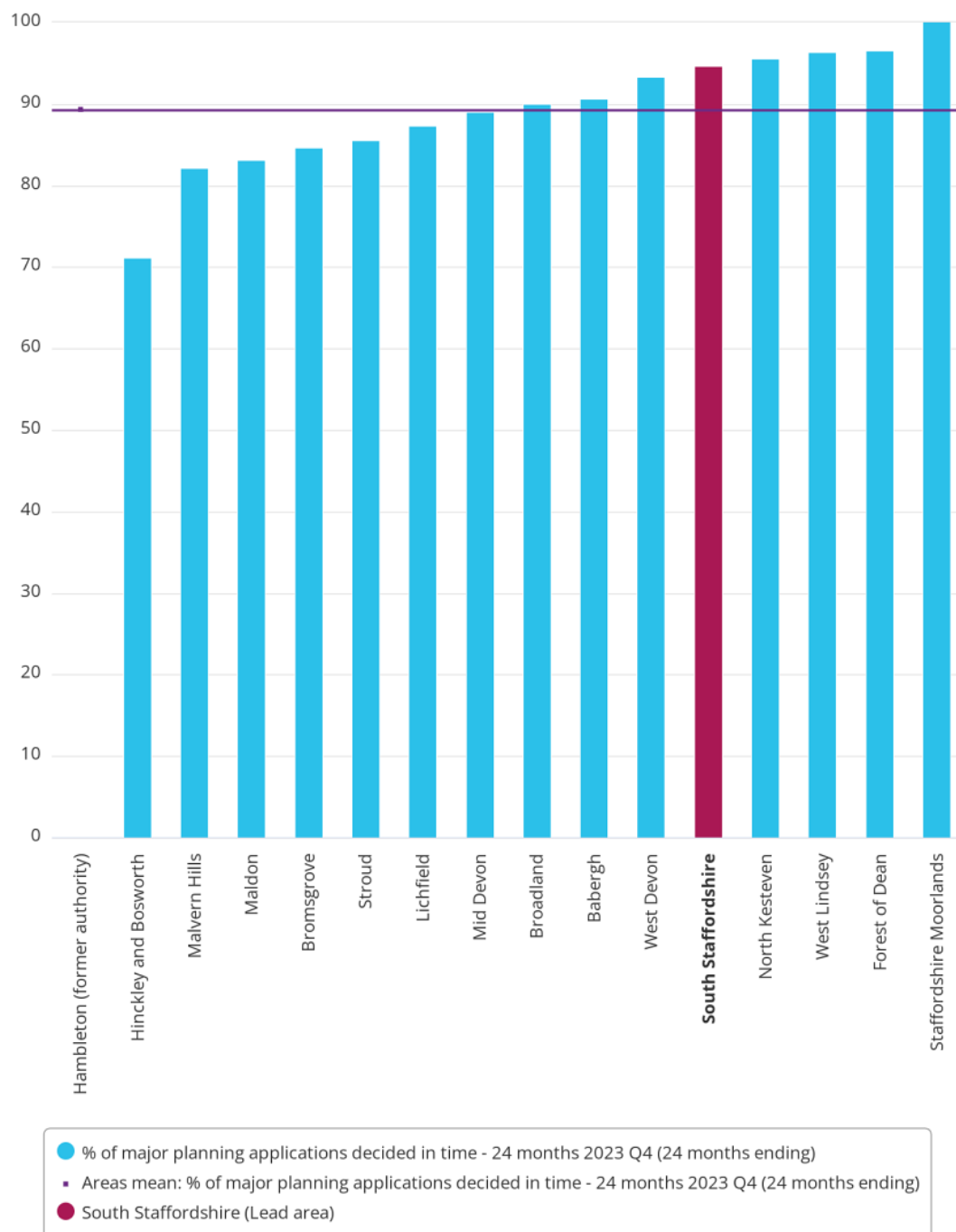


Source: Calculated by LG Inform, N/A, [Total debt as % of Core Spending Power](#), Data updated: 14 Feb 2024

Planning Metrics

Major planning applications decided on time (district matters)

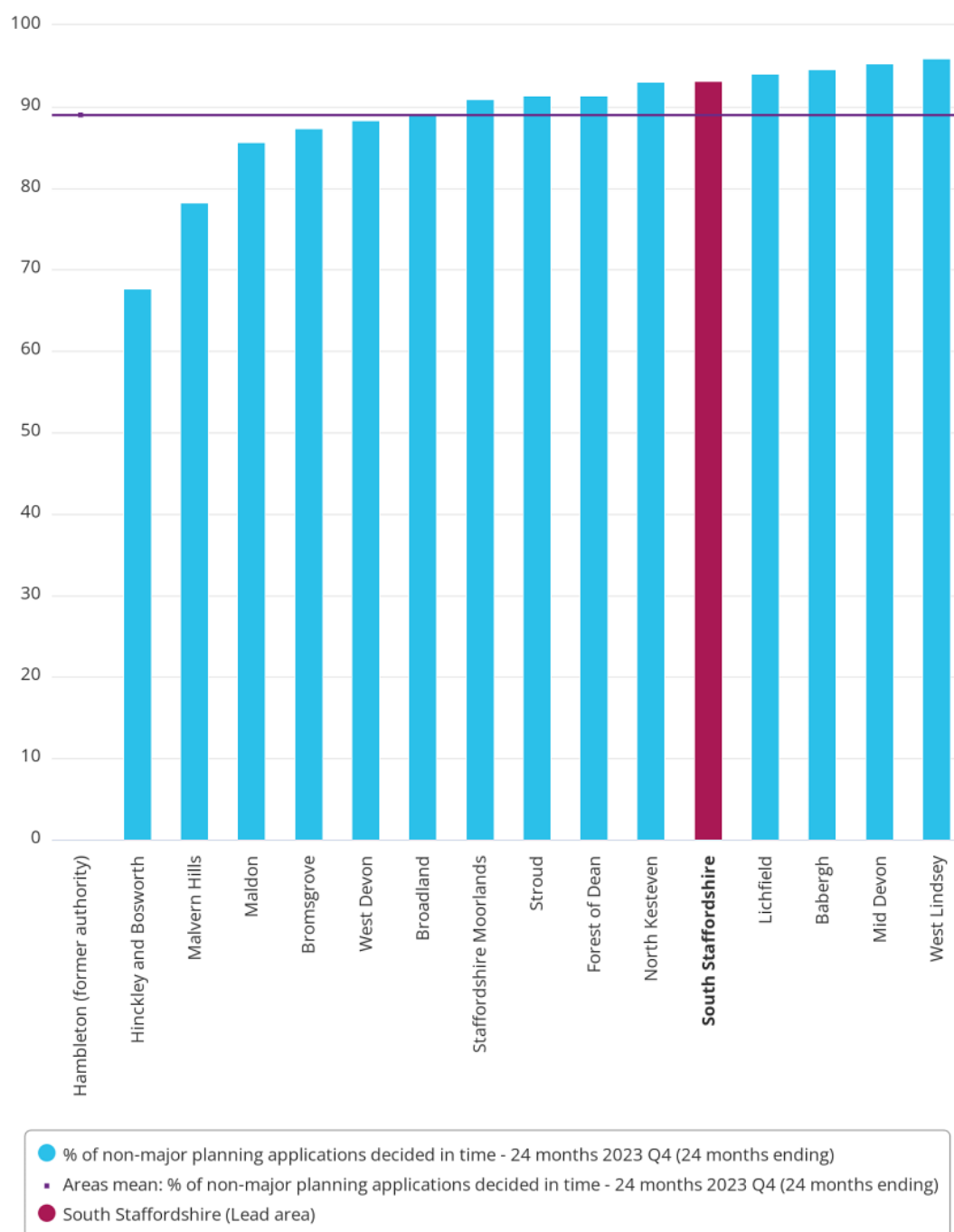
Percentage of all major development planning applications decided within 13 weeks or agreed time - 24 months (2023 Q4 (24 months ending)) for South Staffordshire & South Staffordshire CIPFA nearest neighbours



Source: Department for Levelling Up, Housing & Communities, Development Control statistics, [Percentage of all major development planning applications decided within 13 weeks or agreed time - 24 months](#), **Data updated:** 12 Mar 2024

Non-major development planning applications decided on time (district matters)

Percentage of all non-major development planning applications decided within 8 weeks or agreed time - 24 months (2023 Q4 (24 months ending)) for South Staffordshire & South Staffordshire CIPFA nearest neighbours

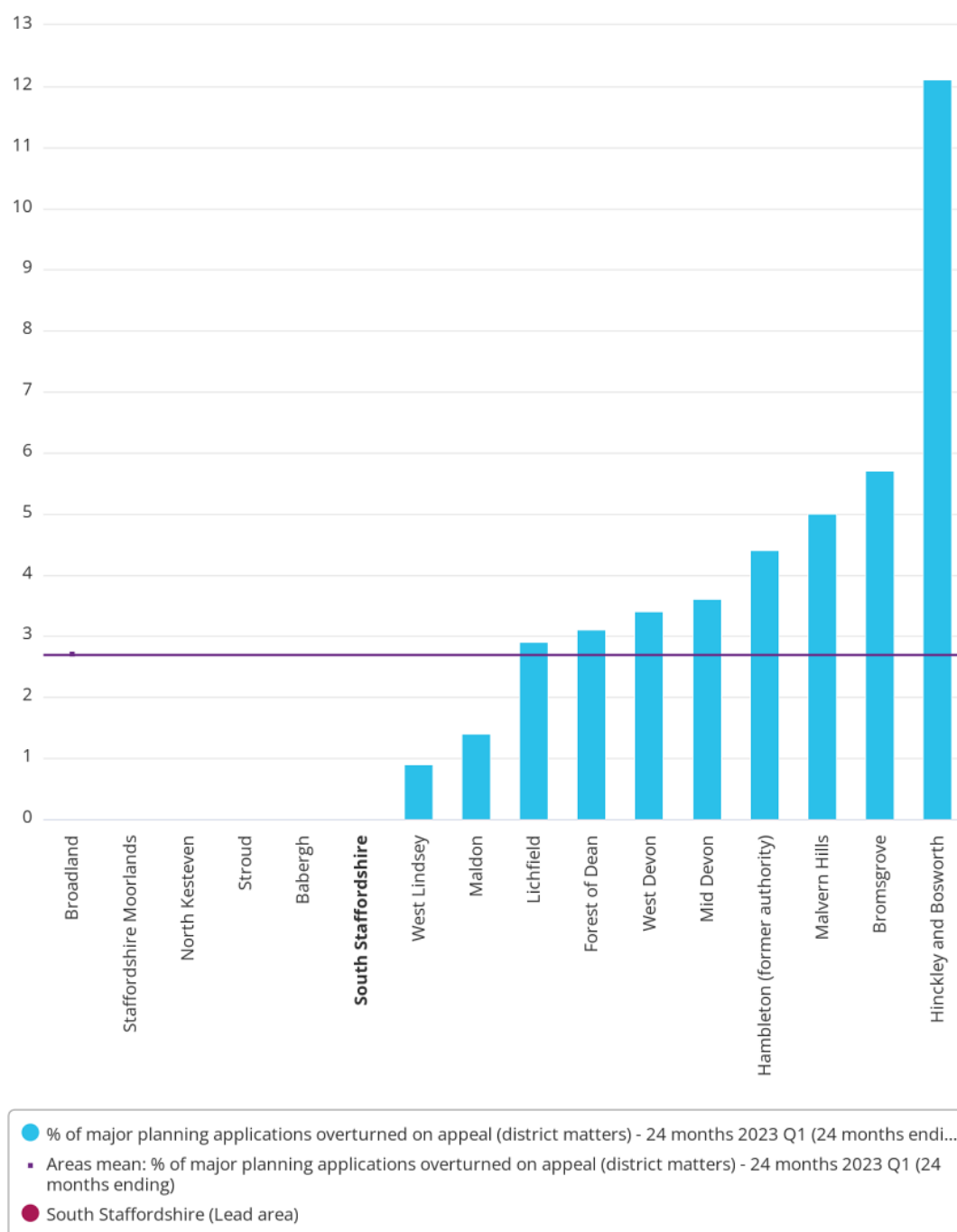


Source:

Department for Levelling Up, Housing & Communities, Development Control statistics, [Percentage of all non-major development planning applications decided within 8 weeks or agreed time - 24 months](#), Data updated: 11 Mar 2024

Major planning applications overturned on appeal (district matters)

Percentage of major planning applications overturned on appeal (district matters) - 24 months (2023 Q1 (24 months ending)) for South Staffordshire & South Staffordshire CIPFA nearest neighbours

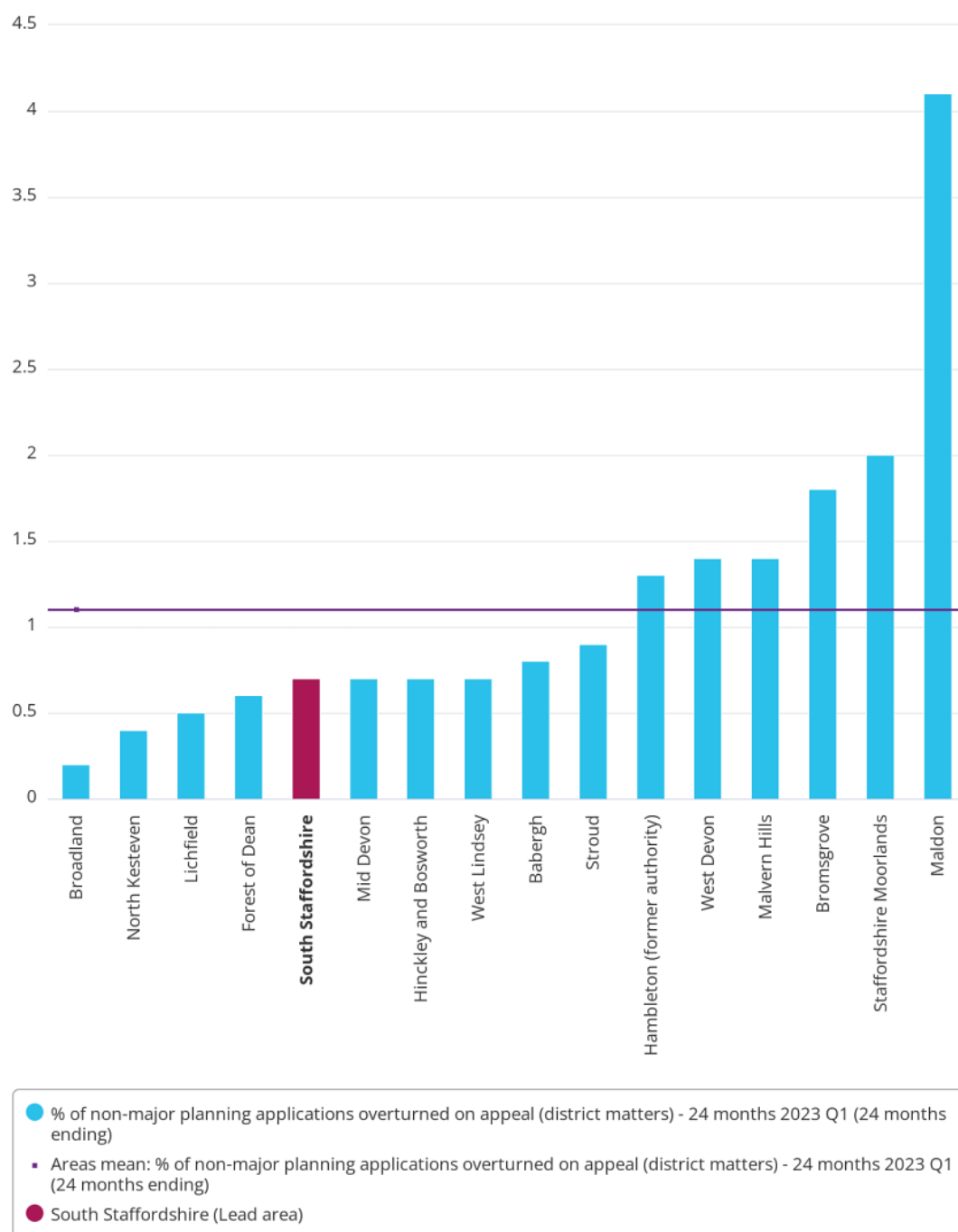


Source:

Department for Levelling Up, Housing & Communities, Planning Statistics - Quality of decisions, [Percentage of major planning applications overturned on appeal \(district matters\) - 24 months](#), Data updated: 11 Mar 2024

Non-major planning applications overturned on appeal (district matters)

Percentage of non-major planning applications overturned on appeal (district matters) - 24 months (2023 Q1 (24 months ending)) for South Staffordshire & South Staffordshire CIPFA nearest neighbours



Source:

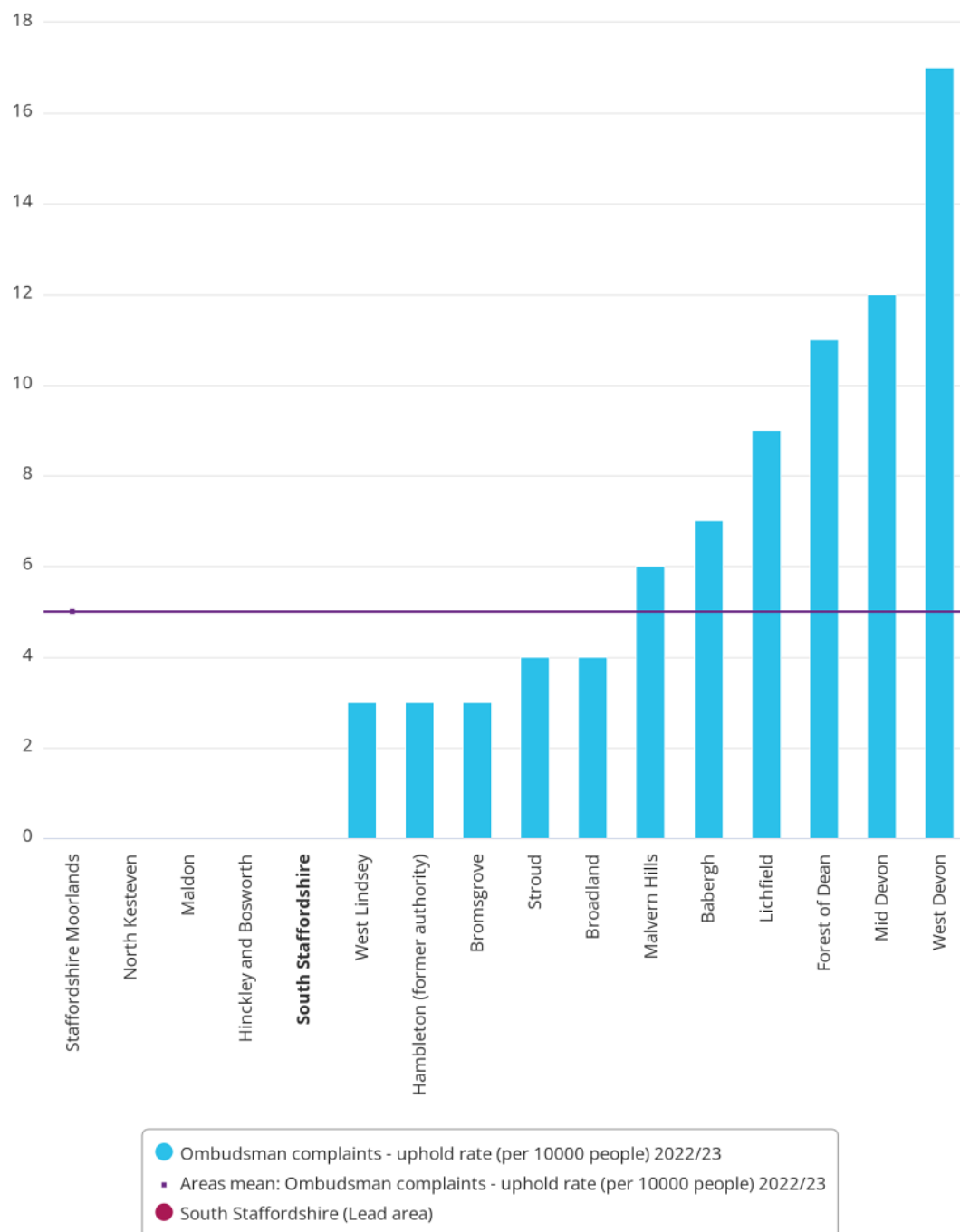
Department for Levelling Up, Housing & Communities, Planning Statistics - Quality of decisions, [Percentage of non-major planning applications overturned on appeal \(district matters\) - 24 months](#),

Data updated: 11 Mar 2024

Corporate and Finance Metrics

Upheld Ombudsman complaints

Number of upheld Ombudsman complaints per 10,000 people (2022/23) for South Staffordshire & South Staffordshire CIPFA nearest neighbours

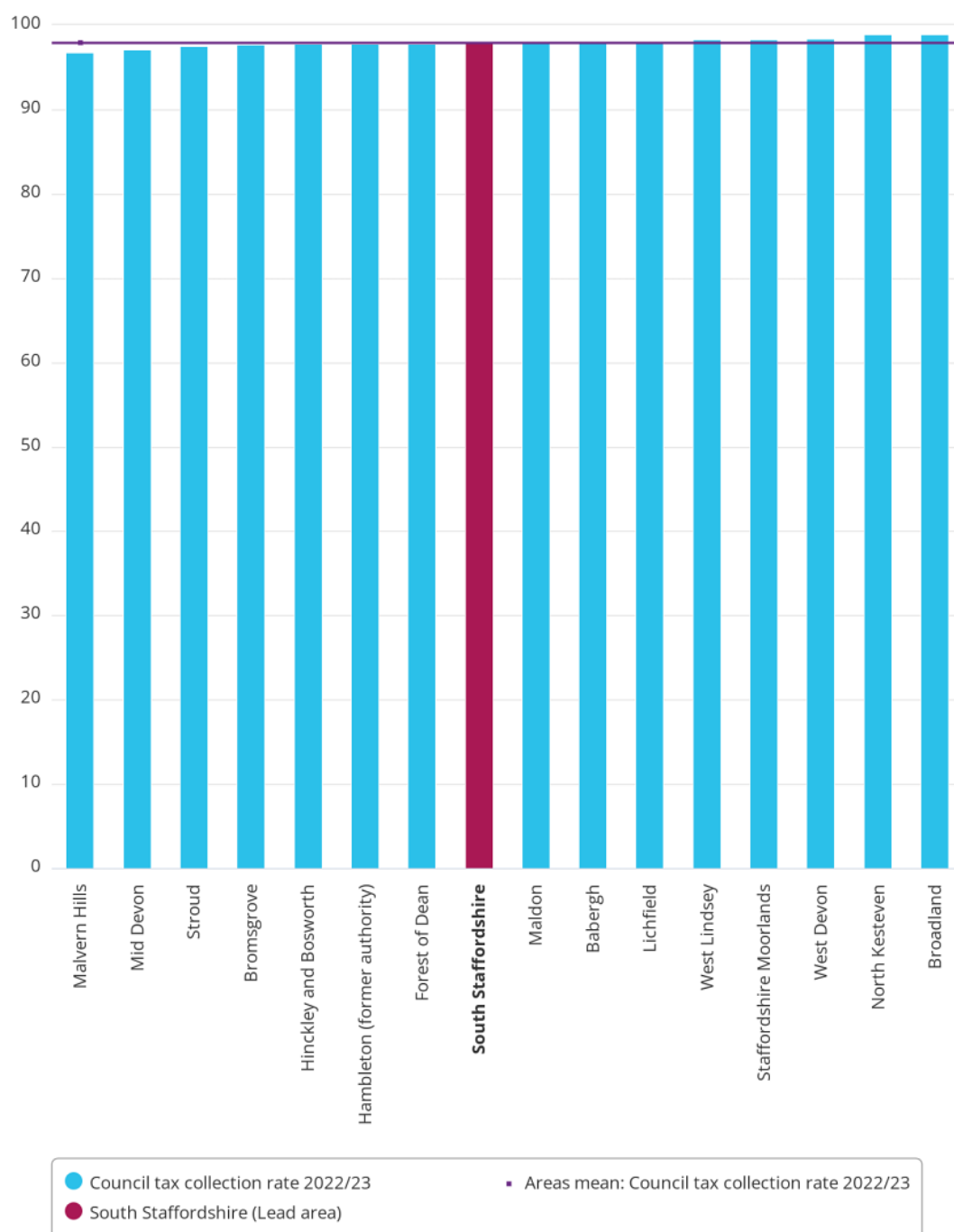


Source:

Calculated by LG Inform, N/A, [Ombudsman complaints - uphold rate \(per 10000 people\)](#), Data updated: 22 Mar 2024

Council tax collection rates

Council tax collection rate (2022/23) for South Staffordshire & South Staffordshire CIPFA nearest neighbours

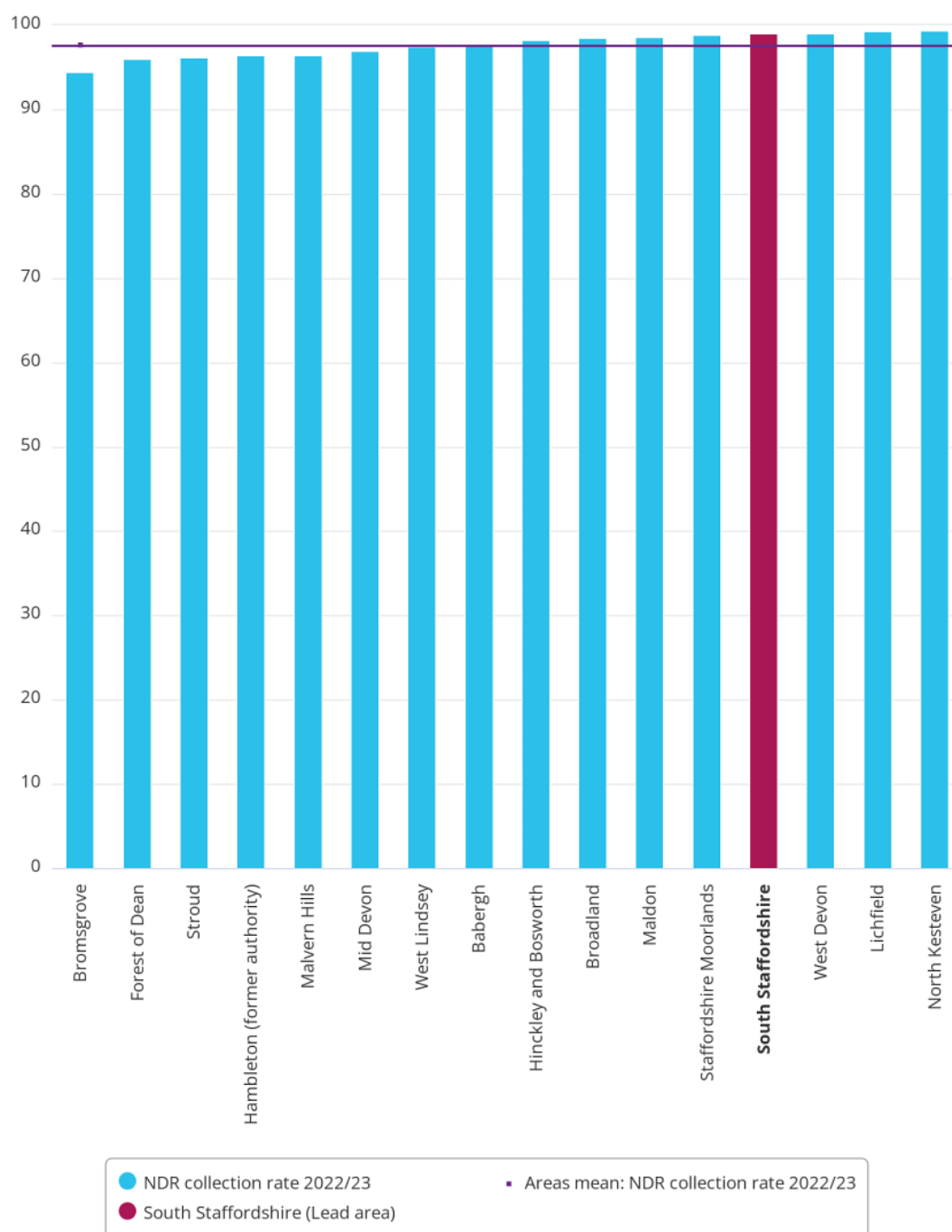


Source:

Department for Levelling Up, Housing & Communities, Council tax collection rates, [Council tax collected as a percentage of council tax due](#), **Data updated:** 22 Jun 2023

Non-domestic collection rates

Non-domestic collection rate (2022/23) for South Staffordshire & South Staffordshire CIPFA nearest neighbours



Source:

Department for Levelling Up, Housing & Communities, Council tax collection rates, [Non-domestic rates collected as percentage non-domestic rates due](#), **Data updated:** 22 Jun 2023

