

Dear Members

### **Cabinet**

A meeting of the Cabinet will be held on **Thursday 10 June 2021 at 6.30pm** in the **Craddock Room, Civic Centre, Riverside, Stafford** to deal with the business as set out on the agenda.

Please note that this meeting will be recorded

Members are reminded that contact officers are shown at the top of each report and members are welcome to raise questions etc in advance of the meeting with the appropriate officer.



Head of Law and Administration

## **CABINET - 10 JUNE 2021**

**Chair - Councillor P M M Farrington**

### **A G E N D A**

- 1 Minutes of 4 May 2021 as published in Digest No 276 on 5 May 2021
- 2 Apologies
- 3 Councillors' Question Time (if any)
- 4 Proposals of the Cabinet Members (as follows):-

#### **Page Nos**

#### **(a) RESOURCES PORTFOLIO**

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| (i) Draft Equalities and Inclusion Policy 2021 -2024 | 3 - 31  |
| (ii) Sale of Builders Yard North Walls, Stafford     | 32 - 34 |
| (iii) Strategic Risk Register                        | 35 - 69 |
| (iv) Use of Drones on Council Land                   | 70 - 72 |

#### **(b) COMMUNITY AND HEALTH PORTFOLIO**

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| (i) Glover Street Allocations Policy | 73 - 91 |
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### **Membership**

**Chair - Councillor P M M Farrington**

- |                  |   |
|------------------|---|
| P M M Farrington | - Leader                                      |
| R M Smith        | - Deputy Leader and Resources Portfolio       |
| J M Pert         | - Community and Health Portfolio              |
| J K Price        | - Environment Portfolio                       |
| F Beatty         | - Economic Development and Planning Portfolio |
| C V Trowbridge   | - Leisure Portfolio                           |

**ITEM NO 4(a)(i)****ITEM NO 4(a)(i)**

<b>Contact Officer:</b>	<b>Tracy Redpath</b>
<b>Telephone No:</b>	<b>01785 619195</b>
<b>Ward Interest:</b>	<b>Nil</b>
<b>Report Track:</b>	<b>Cabinet 10/06/2021 (Only)</b>
<b>Key Decision:</b>	<b>No</b>

**SUBMISSION BY COUNCILLOR R M SMITH  
CABINET MEMBER FOR RESOURCES**

<b>CABINET</b> <b>10 JUNE 2021</b> <b>Draft Equalities and Inclusion Policy 2021 -2024</b>
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<b>1 Purpose of Report</b>
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- 1.1 To consider the refresh of the corporate equality and inclusion policy for 2021 – 2024.

<b>2 Proposal of Cabinet Member</b>
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- 2.1 That members consider the revised Equality and Inclusion Policy 2021 – 2024 and agree for the plan to be submitted to council for approval and to be implemented in July 2021.

<b>3 Key Issues and Reasons for Recommendation</b>
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- 3.1 The equality policy, contained in **APPENDIX 1**, has been revised and aligned to the corporate business plan.
- 3.2 The plan sets out two main objectives which are directly linked to the corporate business objectives and these are:
- Organisational commitment
  - Delivering the best outcomes for residents, businesses and visitors in our borough
- 3.3 The refreshed plan is currently supported by a revised community impact assessment, contained in **APPENDIX 2** and approval is sought for the plan to be agreed and submitted to council for ratification. The plan will be implemented in July 2021.

## **4 Relationship to Corporate Business Objectives**

- 4.1 The plan directly supports the four business objectives contained in the corporate business plan.

## **5 Report Detail**

- 5.1 Since the early 2000's, like most public authority bodies, the Council has had a statutory duty to publish an equality policy and/or scheme.
- 5.2 Since 2011 the Equality Act has required public bodies to have due regard to:-
- eliminating unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
  - advance equality of opportunity between people who share a protected characteristic and those who do not
  - foster good relations between people who share a protected characteristic and those who do not

These are sometimes referred to as the three aims or arms of the general equality duty.

- 5.3 In addition to this there are also three specific duties placed on local authorities which are:
- publish information to show compliance with the Equality Duty on an annual basis
  - publish specific and measurable equalities objectives
  - publish those objectives in such a manner that they are accessible to the public
- 5.4 The council address these requirements through the formulation and publication of an equality policy. The policy set out how we aim to fulfil the requirements of the Act and details our equality objectives, stating how we will deliver these over the next three years. The policy contains two broad areas of focus that relate to:
- Organisational commitment
  - Delivering the best outcomes for residents, businesses and visitors in our borough

These are then broken down into objectives and detail why they are important and how we can demonstrate them. If agreed, these will be translated into a delivery plan that will sit behind the policy and monitored by each service area through Leadership Team.

- 5.5 The refreshed plan is supported by a process of community impact assessments. The standard form has recently been revised to ensure that the process is holistic and is still fit for purpose, this is contained in **APPENDIX 2**. In addition to this there is a recommendation that section 6.2 of the cabinet report template is amended to include provision for officers to state explicitly the recommendations from the community impact assessment in relation to the public sector equality duty and if there are any wider community impacts as proposed below:

5.6	<b>Community Impact Assessment Recommendations</b>	Impact on Public Sector Equality Duty:  Wider community Impact:
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It is also proposed that all impact assessments are submitted to Leadership Team with the items for final approval and sign off.

- 5.7 It is therefore recommended that cabinet approve the amended plan and submit it to council in July 2021 for ratification.

<b>6</b>	<b>Implications</b>
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6.1	<b>Financial</b>	Nil
	<b>Legal</b>	Nil
	<b>Human Resources</b>	Nil
	<b>Human Rights Act</b>	Nil
	<b>Data Protection</b>	Nil
	<b>Risk Management</b>	Nil

6.2	<b>Community Impact Assessment (CIA) Recommendations</b>	<p>The policy outlines the aims and objectives of the public sector equality duty and areas of consideration in order to demonstrate services, policies and procedures have been planned in a holistic and inclusive way.</p> <p>There are no known impacts against any of the protected characteristics that have been identified.</p> <p>The policy does not directly impact on any of the wider community impact areas but these will be considered by each service area of the council through the CIA process.</p>
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<b>Previous Consideration – Nil</b>
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<b>Background Papers - Corporate Business and Partnerships</b>
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# **Draft Equality and Inclusion Policy**

## **2021 – 2024**

<b>Document title:</b>	Equality and Inclusion Policy 2021 - 2024
<b>Owner:</b>	Corporate Business and Partnerships
<b>Status:</b>	Draft Version 4
<b>Effective from:</b>	July 2021
<b>Approved on:</b>	
<b>Review date:</b>	March 2024
<b>Previous update:</b>	April 2018
<b>Updated by:</b>	Corporate Business and Partnerships
<b>Purpose:</b>	Outlines the aims and objectives of the public sector equality duty and areas of consideration in order to demonstrate services, policies and procedures have been planned in a holistic and inclusive way.

# Foreword

Over the years we have seen our communities become more complex and diverse and in the last 18 months we have seen the devastating effect of the Covid-19 pandemic on those communities. The pandemic has highlighted not only the resilience of our communities and residents but also the vulnerabilities and we have a moral obligation to make sure that they are all treated fairly and equally.

All public bodies have a duty to comply with the 2010 Equality Act but over and above our legal responsibilities, fairness and equality are moral obligations for everyone working for the council across a wide range of services – whether delivering front line services to meet the needs of a diverse population across the Borough or in our dealings with our colleagues. Equal treatment reduces barriers of access and opportunity that people with protected characteristics may experience either as individuals or as groups that may be less likely to enjoy positive outcomes due to discrimination, prejudice or other reasons such as socio-economic, health or educational factors.

Organisations benefit from employees with a breadth of talent and experience that equips them to work with people from all backgrounds and circumstances and, through access to a supportive environment, practices and culture within the workplace they will be happier and more productive. We all benefit from shared values of respect, an understanding of how other people live, and a sense of belonging within an organisation, community or family. We all have the right, and deserve the chance, to achieve our potential while being truly ourselves.

Collectively, our equalities and diversity activities, as well as what we do, bring communities together creating strong and tangible benefits for everyone.

**Councillor Mike Smith**

**Deputy Leader and Cabinet Member for Resources**



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## **1. Why do we need an Equality Strategy?**

Our vision is to have a prosperous and attractive borough with resilient communities and we realise that this vision can only be achieved if we promote equality of opportunity for all groups of people and eliminate discrimination and harassment both in our role as an employer and as a provider of services. This focus on equality, diversity and inclusion is one that is rooted in the desire to make sure that there is representations across the authority to support the strengthening of inclusive services to our communities.

Covid-19 has had a devastating effect on the whole Country, on families that have lost loved ones, the economy, and the way we live our lives. During our responses to Covid-19 we have continued to provide essential services and to support to those residents who are most vulnerable. Our Covid-19 recovery plans recognised the impact that the pandemic had on different groups such as ethnic minority communities and communities in areas of deprivation so we need to guarantee that different groups' position in society, issues of poverty, health and wellbeing are taken into account in everything we do.

While our fundamental approach to equalities remains unchanged, in line with our Public Sector Equality Duty responsibilities, we know that we cannot stand still in a changing world. True commitment to fair and equal treatment for everybody means constantly seeking to improve what we do already as well as ensuring that the council can respond to new challenges, either directly or by working closely with others.

Specific hate crimes or activities on the grounds of extremist views or directed towards a particular faith or belief, including Antisemitism and Islamophobia, or any ethnic group, are a threat to good relations and community cohesion. Over the past 12 months we have seen rises in the number of pressure groups from the left and right so we are proactively working with our partners to monitor this situation. The impact of Britain leaving the European Union is much of an unknown at this present time but we are working with our partners and communities to plan and mitigate any major impact that this might have on the borough.

Making people more aware of equalities issues, rights and risks is also part of our renewed focus in this strategy. Accessibility of information, not just in the sense of providing the formats that people need, but also good quality and clear information about the council and its services, will be a priority so that people's engagement with the council, including those of seldom heard groups, can be improved. We also want to ensure that all our staff are fully aware of the responsibilities they have, in their day to day roles in services and with colleagues at work, for advancing the council's equality and diversity objectives. We will continue to provide staff with a range of mandatory and bespoke equality and diversity training as well as seeking how this can be more widely taken up throughout the council including by elected members. Improving the representation of staff from protected characteristic groups at management levels within the council will also remain as a priority.

## 2. What the law says about equalities

The Equality Act became law in October 2010. For the first time it brought together all of the legal requirements for equality that private, public and voluntary organisations must follow when they work with their employees and the public.

Section 149 of the Equality Act 2010 places a duty on public sector organisations to pay due regard to:

- eliminate unlawful discrimination (harassment, victimisation and any other prohibited conduct)
- advance equality of opportunity between those who share a protected characteristic and people who do not
- foster good relations between those who share a protected characteristic and people who do not

This is known as the Public Sector Equality Duty (PSED), and this puts in place some other things that the Council must do to show that it is working fairly. The Equality Act 2010 brings together all previous anti-discrimination laws into a single act to make the law easier for people to understand and comply with and to remove inconsistencies.

The new duty applies to 'relevant protected characteristics' which are:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex (gender)
- sexual orientation

(**APPENDIX 1** provides a definition of each of these protected characteristics)

As part of this duty we are required to:

- publish information to show compliance with the Equality Duty on an annual basis
- publish specific and measurable equalities objectives
- publish those objectives in such a manner that they are accessible to the public

### 3. Context

Stafford Borough has experienced significant economic growth over the past few years which has delivered investments in the town centre and surrounding areas and increases in the population. The Borough lies in the centre of the county, is home to the county town of 'Stafford' and the canal town of Stone. It is the largest borough geographically in Staffordshire, covering an area of approximately 230 square miles.

There are approximately 60,000 households in the borough which are predominantly owner-occupied. There are a number of social landlords operating in the area but Stafford and Rural Homes is the largest with around 6,000 homes across the Borough. The average price of a house in Stafford Borough is £184,156 . This is above the Staffordshire average price, but below the national and regional average. For those on lower incomes, homeownership is less affordable than both the West Midlands and England. The ward indicator matrix demonstrates that there are six ward areas that are more deprived and experience poorer outcomes. The wards with the highest levels of need in terms of families and communities facing multiple issues are: Common, Coton, Doxey and Castletown, Forebridge, Highfields and Western Downs and Penkside.

The Borough has an ageing population, with more people living here who are over 65 years; there is a lower proportion of children and young people aged under 24 years of age with average proportions of adults aged 35 – 50 years. The ethnicity of the population is approximately 94% White British, which is comparable to the population of Staffordshire. The general health of our population is important to the future prosperity of the borough. Residents of Stafford Borough generally live longer, with the healthy life expectancy in the district better than the national average for both males (81 years) and females (83 years). However, the life expectancy for both men and women living in deprived areas is six years less.

The changes in the population bring its own challenges and these coupled with the rurality of the borough mean that we need to ensure that the services we provide are holistic, inclusive and accessible to all. Stafford Borough Council is committed to promoting diversity and equality of opportunity to everyone it comes into contact with. Inclusivity is at the heart to all our core values and is explicitly expressed within the three business objectives contained in our corporate business plan:

- To deliver innovative, sustainable economic and housing growth to provide income and jobs .
- To improve the quality of life of local people by providing a safe, clean, attractive place to live and work and encouraging people to be engaged in developing resilient communities that promote health and wellbeing.
- To tackle Climate Change by implementing our Climate Change and Green Recovery objectives

- To be a well-run, financially sustainable and ambitious organisation, responsive to the needs of our customers and communities and focussed on delivering our objectives.

Our vision is to have a prosperous and attractive borough with strong communities and we realise that this vision can only be achieved if we ensure that we promote equality for all groups of people and eliminate discrimination and harassment both in our role as an employer and as a provider of services.

#### **4. Considering the impact of everything we do**

As an authority we have a responsibility to provide excellent services to the public that are value for money to the taxpayer. This is at the core of our values and our approach to equalities, our Corporate Business Plan and also the work we are undertaking on Covid Recovery. Covid has changed everyone's lives; our residents, businesses and the Council (both for employees and Members).

As part of our recovery strategy and planning we acknowledged that now there are opportunities to create a new normal, building on what we have achieved over the past 12 months and linking it to the Digital Customer Strategy, promoting the digital workplace supported by appropriate infrastructure. We now need to consider what our "new normal" is for Customers; Employees, the Council's Operating Model; and Members and how far, and at what pace we want to move forward on our journey over the next 3 years.

Customer expectation is changing and the customer experience is important and needs to be at the core of everything the council does. We need to enable customers to succeed the first time they engage with any of our services and the opportunity to procure a new digital service platform will help us to achieve this. Capitalising on some of these opportunities and benefits would:

- Provide a more efficient service to customers
- Streamline and transform systems and processes
- Reduce our carbon footprint
- Reduce operating costs
- Improve the wellbeing of staff and members

We also aspire to be an employer of choice so the way we operate in the future will be critical to making sure that we are able to attract the right person for the right role. It will be important for us to drive this forward through our recruitment, learning and development and engagement strategies.

## **5. What are Community Impact Assessments?**

The Duty does not set out a particular way for assessing the impact of policies on equality. However, the Duty does require local authorities to have due regard to the aims of the equality duty through their decision making process, service delivery and policy formulation. It is necessary for decision makers to understand the potential impact that their decisions could have on people with different characteristics. Therefore we will continue to carry out Community Impact Assessments as a tool to determine the impact policies and decisions will have on different groups of people.

A Community Impact Assessment is a way of evidencing how proposals for proposed policy, procedure, practice or service do, or may, affect people differently, and if so, whether it affects them in an adverse way. This process is designed to be holistic in the sense that it requires individuals to assess against a framework that encompasses health and community.

Assessments are carried out on all new policies and services, as they are developed and as part of a review programme for existing policies and services. All issues are considered alongside the protected characteristics: age (including children and young people), disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

## **6. Procurement**

The Equality Act 2010 commits the Council to ensuring that contractors and suppliers also abide by the requirements of the Public Sector Equality Duty.

We will ensure that:

- This policy is communicated to all potential contractors and service providers.
- Contractors and service providers have equality and diversity policies, procedures and practices in place.
- Those acting on our behalf will develop and deliver goods, facilities and services that are appropriate and accessible.
- We will provide opportunities for all to bid for contracts
- We will conduct impact assessments on all major procurement and commissioning activities in order to ensure that they meet equality and diversity commitments.

## **7. Our commitment as an Employer**

The Council aims to promote equality of opportunity for all existing and potential employees, by avoiding working and recruitment practices or arrangements that are discriminatory and engendering a working environment that develops good practice, acts to eliminate prejudice and values diversity. Employment issues covered include

appointments, training, promotion, terms and conditions of service and termination of employment.

- All decisions relating to recruitment, training, promotion or termination will be made on a purely objective basis, relating to skills, experience and ability, and recorded on the forms provided. Guidance Notes on recruitment and selection procedures will be published on the intranet.
- Qualifications or conditions applied must be justifiable in terms of the demands of the job.
- Tests must be non-discriminatory and relate purely to the demands of the job.
- Applicants with a disability are guaranteed an interview if they meet the essential job related criteria; (the Council have the two ticks accreditation)
- Special needs will be met at interview, subject to prior notification. Recruitment details will be available on-line in large print or colour contrast
- Necessary and reasonable adjustments will be made under Section 39 of the Equality Act 2010 for new employees, and for existing employees who develop disabilities.
- Managers and staff involved in recruitment will receive mandatory training and guidance including awareness of equal opportunity issues including the need to encourage people from disadvantaged groups to seek employment with the Authority.
- All staff are made aware of their duty to ensure that the policy is adhered to. This will be highlighted at induction and reinforced by training, in particular Diversity training, and guidance as appropriate.
- Robust policies have been developed, re-defined and publicised as required, e.g. Bullying and Harassment Policy, Grievance and Disciplinary procedures, to ensure that everyone is treated without bias.
- The Council has in place an objective job evaluation process.

### **Celebrating Successes**

- Enabling all our people to be who they are is at the heart of this strategy. If we forget the people behind an equalities issue, we will fail to meet their needs in the best and most inclusive way. But we also believe in recognising and celebrating all the good work that is helping to build and maintain strong relationships between people of different backgrounds, skills and experiences within our workplaces and communities. We want to show how equality matters and the difference it makes to people that they are welcomed in, and can actively contribute to, our wider society. Improving our knowledge of communities, groups and networks and publicising local initiatives and activities will send a strong message that equality works for everyone.

## **8. Monitoring Workforce Diversity**

We will ensure that as a responsible Authority we will collect data on equality and diversity against each of the characteristics. We will use this data to monitor progress against our targets; identify discrimination; assess the impact of changes in employment practices and policies and to assess equality of opportunity in learning and development.

Each year the information on the workforce is published publicly this can be found at <https://www.staffordbc.gov.uk/equalities-and-diversity1>



## 9. Strategic Objectives and Outcomes

The overarching aim of this policy is that consideration to equality becomes an intrinsic part of daily working, the organisation culture and service delivery. There are two areas of focus that support the aim and objectives in the corporate business plan and these relate to:

- Organisational commitment
- Delivering the best outcomes for residents, businesses and visitors in our borough

### Organisational Commitment

Objective	How do we demonstrate this?	Why is this important?
Members, senior managers and staff continue to demonstrate their commitment to equality	Equality and Inclusion is included in the portfolio of Cabinet Lead for Resources	The Council is able to demonstrate the commitment to promoting a culture where equality principles are embedded in everything that we do
	the portfolio of Cabinet Lead for Resources	
	Responsibility for Equality and Inclusion held at senior management level	The Council is able to demonstrate that its Policies/Strategies/Processes are fair and equitable, modern and driving changes required
	Recruitment, Selection, Training, Harassment, Bullying and Discrimination process/policies are reviewed and redesigned as appropriate	The Council is able to evidence how training is making an impact on workforce diversity and in creating an inclusive workforce
	Responsibility for equalities is detailed in job descriptions	
	Equality and Inclusion is embedded in each service area	
	Equality and Inclusion training is rolled out to all staff and elected members and evaluated	

Equality and Inclusion Policy  
and CIA's published on the  
Council website

Services and policies  
are developed using  
community impact  
assessments  
throughout the authority

CIA's undertaken for all new  
or revised services,  
contracts, policies and  
published on the intranet.

High level strategic plans  
should ensure inclusivity and  
demonstrate equality in service  
provision

Actions arising from CIA's  
incorporated into cabinet  
reports and provision made  
in all services and plans

Equality principles included  
in all contracts and services

Ensure that workforce  
information includes  
analysis narrative and  
identifies gaps and  
plans to address the  
gaps

Workforce profile  
information is analysed and  
published on the council  
website on an annual basis

Demonstrates compliance with  
Equality Duty 2010

Information will be easier to  
understand and will identify  
plans to address gaps, meet  
targets and assess the impact  
of changes in policies and  
practices.

## **Delivering the best outcomes for residents, businesses and visitors in our Borough**

<b>Objective</b>	<b>How do we demonstrate this?</b>	<b>Why is this important?</b>
Operate as One Team	<p>Everyone working for the council understanding how they support the delivery of the corporate business objectives and vision.</p> <p>Working together to achieve business objectives</p> <p>Utilising skills and abilities of others to deliver priorities Working collectively, collaboratively to drive forward the ambitions of the council</p> <p>Working together to build resilience in order to achieve the best for the organisation</p> <p>Being an employer of choice</p>	<p>Council able to deliver better outcomes whilst protecting front line services and demonstrating future sustainability</p>
Embrace digital transformation to improve the customer, member, employee experience	<p>Offering different ways in how customers can interact, engage, and communicate with us (Channel Choice)</p> <p>Offering different way in how customers can access our services</p> <p>Communicating and engaging with everyone in the council</p> <p>Investing and developing our members and employees</p> <p>Access Audit and DDA compliance</p> <p>The Website is accessible and easy to use</p>	<p>Our services need to be accessible to all residents.</p> <p>Services provided need to reflect local communities, their demographics and needs.</p> <p>Customer satisfaction and value for money needs to be at the heart of our performance management framework.</p> <p>There needs to be an emphasis on two-way communications - using relevant channels to share information that residents, businesses, partners and other organisations within our communities need to know.</p> <p>Residents, customers,</p>

Services are Digital by Design

businesses and others are listened to through both formal and informal consultations.

Publishing a set of corporate Customer Standards annually.

Consulting residents are consulted about new and changes to existing services.

Producing a Communications Plan for every major project or key initiative.

## **10. Monitoring and Review**

The policy will be reviewed in three years' time in line with the corporate business plan and will be performance managed through our scrutiny process. We will be open and transparent in how we work and conduct consultation and engagement activities for all of our major projects so that we can ensure our residents are able to have their say and be part of the process.

For further information please contact Corporate Business and Partnerships:  
[corporatebusiness@staffordbc.gov.uk](mailto:corporatebusiness@staffordbc.gov.uk)

## **APPENDIX 1: Protected Characteristics**

### **Age**

Where this is referred to, it refers to a person belonging to a particular age (e.g. 32 year olds) or a range of ages (e.g. 18-30 year olds)

### **Disability**

A person has a disability if s/he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day to day activities.

### **Gender reassignment**

The process of transitioning from one sex to another.

### **Marriage and civil partnership**

Marriage is a union between a man and a woman or between a same-sex couple.

Same-sex couples can also have their relationships legally recognised as 'civil partnerships'. Civil partners must not be treated less favourably than married couples (except where permitted by the Equality Act).

### **Pregnancy and maternity**

Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.

### **Race**

Refers to the protected characteristic of Race. It refers to a group of people defined by their race, colour and nationality (including citizenship) ethnic or national origins.

### **Religion and belief**

Religion has the meaning usually given to it but belief includes religious and philosophical belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition.

### **Sex (gender)**

A man or a woman

### **Sexual Orientation**

Whether a person's sexual attraction is towards their own sex, the opposite sex or both sexes

## **APPENDIX 2: Definitions**

### **Direct Discrimination**

Direct discrimination consists of treating a person less favourably than others on the grounds of age, disability, gender reassignment, race, religion and belief, sex, sexual orientation, marriage and civil partnerships and pregnancy and maternity.

### **Discrimination by Perception**

A person treated less favourably or harassed/victimised based on a perception that the affected has one of the protected characteristics and is targeted because of this.

### **Discrimination by Association**

Associative discrimination is behaviour motivated against an individual because of their associations with someone who has a protected characteristic.

### **Indirect discrimination**

Indirect discrimination is a condition or requirement that applies to all, but in practice:

- has a detrimental effect upon a group of individuals
- means that a smaller proportion of people of a particular protected group can comply than the proportion of other persons;
- and cannot be justified

### **Discrimination Arising from Disability**

Someone is treated unfavourably because of something connected to their disability and there is no good reason for doing this. It is also disability discrimination if someone does not make adjustments to allow disabled people to access a service or carry out a job. For example by providing information leaflet in Braille. This is called the duty to make reasonable adjustments.

### **Harassment**

Harassment takes many forms. It is the unwelcome physical, verbal or non-verbal conduct that creates an intimidating, hostile or humiliating environment for the recipient.

The definition of harassment according to the act is described as follows:-

- violating a person's dignity
- creating an intimidating, hostile, degrading, humiliating or offensive environment for the person

## **Equality Act 2010**

This brings together the majority of existing equality legislation into one place so that it is easier to use.

## **Equality Information**

The information that you hold or will collect about people with protected characteristics, and the impact of your decisions and policies on them.

## **Equality Objectives**

A requirement to prepare, set and publish objectives is one of the specific duties set out under the equality duty.

## **Protected Characteristics**

The public sector equality duty covers age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. It also covers marriage and civil partnerships, but not for all aspects of the duty.

<b>Title of proposal/policy/strategy</b>		<p><b>Please ensure that you have read the following before completing the CIA</b></p> <ul style="list-style-type: none"> <li>A CIA will help you to identify the potential impacts, risks and benefits of your proposed policy, service or project. Doing this at an early stage enables engagement and research to be undertaken to identify actions that will either lessen the risk or maximise the benefits. The assessment will also help you to identify mitigating factors whereby risks may be balanced out to an extent by the benefits.</li> <li>This template should be used to support the development of a proposal during the planning stage, therefore should identify how it contributes to the Council's MTFS and Corporate Business Plan.</li> <li>A CIA Team should be identified with different, but relevant expertise to ensure that a full range of views are considered.</li> <li>Engagement and/or consultation should take place with appropriate and representative groups of people that are most likely to be affected. This must then be used to help shape the design/outcomes of the project. Please note that due to the publication of CIAs, it is advisable not to record personal details of members of the public, such as names or addresses.</li> <li><b>Once completed, the main findings from your CIA should be incorporated into section 6 of your Cabinet report before submission and then included as an appendix. Please ensure that this is signed off by your Head of Service.</b></li> </ul>
<b>Date Conducted</b>		
<b>Lead Officer and Service Area</b>		
<b>CIA Team</b> (Must include a range of people with the appropriate knowledge and expertise in the subject area)		
<b>Head of Service Sign off and Date</b>		
<b>Summary of recommendations and mitigations</b> (Please include in section 6 of cabinet report)		
<b>Impact on Public Sector Equality Duty (taken from section 1 – p.3):</b>		
<b>Wider community Impact (taken from section 2 – p.4-8):</b>		
<b>Leadership Team Sign off and Date</b>		



The table below describes what is required when completing the key sections of your assessment.

Which groups will be affected	Impact	Evidence of impact	Mitigations / Recommendations
Which groups of people will be impacted by the proposed policy, service or project? This could be people in a particular area, a street, or a group of people with similar characteristics e.g. older people, young people or people with care needs. Also consider staff, residents and other external stakeholders.	Think about the impact the proposal may have on each of the different category areas and identify the benefits/risks associated with the proposal.	Please identify what evidence you have used to determine your decision of yes or no in relation to the impact.  This can be information from the proposal, research, any data you have used etc.	Set out any recommendations as to how the benefits will be maximised and the risks minimised.  Also highlight any trade-offs that may occur.
	<b>Please note:</b> <ul style="list-style-type: none"> <li>Potential impacts should <b>not</b> be included if it is considered highly unlikely that they would occur.</li> <li>Where <b>no major impacts</b> have been identified, please state N/A.</li> <li>Due to the publication of CIAs, it is <b>advisable not to record personal details of members of the public</b>, such as names or addresses.</li> </ul>		

## Community Impact Assessment 2021

### Section 1: Public Sector Equality Duty (PSED)

Use this section to identify if the proposal will impact on our legal obligations under the Equality Act 2010 for both residents, staff and members. In summary, those subject to the general equality duty must have due regard to the need to: Eliminate unlawful discrimination, harassment and victimisation, advance equality of opportunity between different groups and foster good relations between different groups. Consider the following questions:

1. Who is currently using the service, across the protected characteristics?
2. What relevant information is available from the Census and population trends data?
3. What were the findings of the engagement/consultation?
4. What do we know about their experiences and outcomes?
5. Is there any relevant national, regional and/or local sources of research/evidence available?
6. Is there any relevant information from partners or voluntary, community, social enterprise organisations?
7. What is the analysis of the impact on those with relevant protected characteristics?

Protected Characteristics	Does the proposal impact on, or cause any issues for these groups?		Use this section to identify the impacts/issues and to explain why there are no issues if you indicated No.	Please indicate how you intend to address the impacts/issues.
	Yes	No		
Race				
Disability				
Sex				
Age				
Religion or Belief				
Gender Reassignment				
Sexual Orientation				
Pregnancy and Maternity				
Marriage and Civil Partnership				

## Community Impact Assessment 2021

### Section 2: Wider Community Impact

#### Community Impact: Economic Growth

Category Area	Does the proposal impact on, or cause any issues in these areas?		Use this section to identify the impacts/issues and to explain why there are no issues if you indicated No.	Please indicate how you intend to address the impacts/issues.
	Yes	No		
Covid-19 or Brexit				
Business Start Ups				
The built environment and land use				
Economic and sustainable growth				
Rural communities				
Gaining employment and access to better jobs?				

## Community Impact Assessment 2021

**Community Impact: Improving quality of Life, providing a safe, clean, attractive place to live and work, promoting wellbeing and stronger communities**

Category Area	Does the proposal impact on, or cause any issues in these areas?		Use this section to identify the impacts/issues and to explain why there are no issues if you indicated No.	Please indicate how you intend to address the impacts/issues.
	Yes	No		
Community Recovery/Living with Covid				
Does the proposal promote clean and attractive environments				
Recycling and minimising residual waste				
Health and wellbeing of our residents				
Opportunities for volunteering				
Participation in social and leisure activities				
Community safety				
Areas of deprivation and vulnerable communities				
Access to safe and suitable accommodation				

**Community Impact: Climate Change and Green Recovery**

Category Area	Does the proposal impact on, or cause any issues in these areas?		Use this section to identify the impacts/issues and to explain why there are no issues if you indicated No.	Please indicate how you intend to address the impacts/issues.
	Yes	No		
Covid-19 Recovery				
Reducing emissions from our own activities				
Encouraging others to take action that contributes to carbon neutrality/sustainable development within communities				
Mitigating and adapting to climate change				
Supporting green recovery objectives				

**Community Impact: Financially sustainable and responsive to customer need**

Category Area	Does the proposal impact on, or cause any issues in these areas?		Use this section to identify the impacts/issues and to explain why there are no issues if you indicated No.	Please indicate how you intend to address the impacts/issues.
	Yes	No		
Financial Recovery				
Customer contact and interaction with our services				
Does the proposal have any additional risks and impacts not yet identified?				
<b>Financial/Resource Implications</b>				
Are there any financial/resource implications associated with the proposal?	Yes	No	If Yes, please state them here:	Please state how your proposals for addressing the implications here:

Once completed, please return to Corporate Business and Partnerships: [corporatebusiness@staffordbc.gov.uk](mailto:corporatebusiness@staffordbc.gov.uk)

**ITEM NO 4(a)(ii)**

**ITEM NO 4(a)(ii)**

<b>Contact Officer:</b>	<b>Sally Jones</b>
<b>Telephone No:</b>	<b>01785 619218</b>
<b>Ward Interest:</b>	<b>Forebridge</b>
<b>Report Track:</b>	<b>Cabinet 10/06/2021 (Only)</b>
<b>Key Decision:</b>	<b>No</b>

**SUBMISSION BY COUNCILLOR R M SMITH  
RESOURCES PORTFOLIO**

<p><b>CABINET</b></p> <p><b>10 JUNE 2021</b></p> <p><b>Sale of Builders Yard North Walls, Stafford</b></p>
--

**1 Purpose of Report**

- 1.1 To seek approval to sell Council owned land as set out in the attached **APPENDIX**.

**2 Proposal of Cabinet Member**

- 2.1 That the builders yard at North Walls (as shown in bold outline on the attached plan) be sold to the current tenant.

**3 Key Issues and Reasons for Recommendation**

- 3.1 The land has been used as a builders yard since 1980 with the current tenant having leased the land since 1999.
- 3.2 The Tenant has on numerous occasions requested to purchase the site in order to secure the future of his business.
- 3.3 The eastern boundary adjoins wetland which forms part of the flood plain and is Council owned.

<b>4 Relationship to Corporate Business Objectives</b>
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- 4.1 To be a well-run, financially sustainable and ambitious organisation, responsive to the needs of our customers and communities and focussed on delivering our objectives.

<b>5 Report Detail</b>
------------------------

- 5.1 The Council owns the land within the bold outline which measures approximately 0.046 acres (0.018 hectares).
- 5.2 The Council receives an annual rent of £1600.
- 5.3 The Council has negotiated a sale subject to a restriction on the use, to that of a builders yard.
- 5.4 The land will also be subject to a clawback clause which will be payable on a sale or on implementation of planning permission, whichever event occurs first and for a period of 20 years. The formula for the clawback will be (the value of the property with consent minus the cost of obtaining the consent) minus (the value of the property without the consent) x 33.33%.
- 5.5 The land has been valued on behalf of the Council by an external valuer and the valuation figure is £25,000 for the sale for the freehold which represents best value.
- 5.6 The tenant has confirmed that he is happy to proceed with the purchase based on the valuation figure of £25,000 and will be responsible for the Council's legal fees.

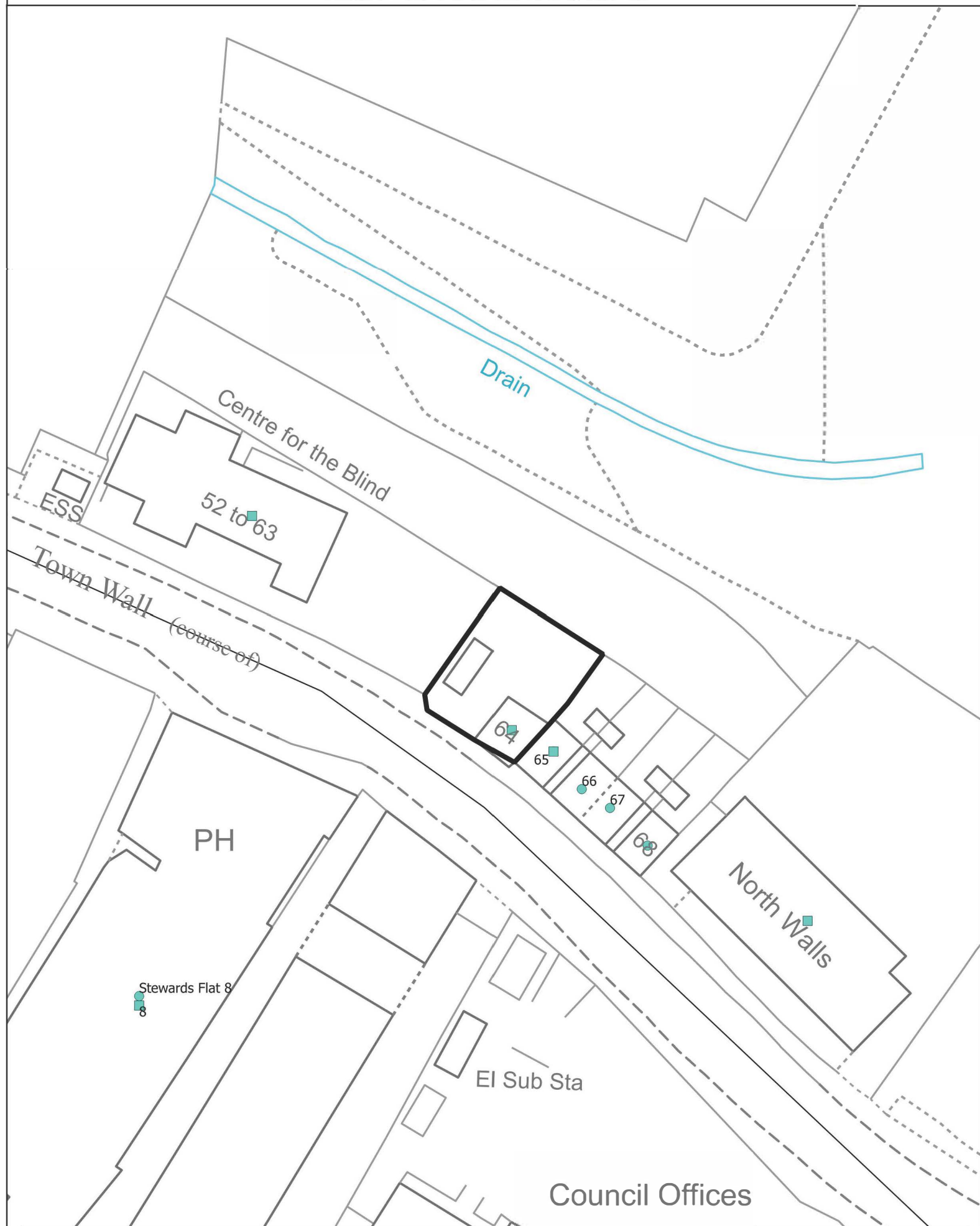


<b>6</b>	<b>Implications</b>
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<b>6.1</b>	<b>Financial</b>	The Council will receive £25,000 for the sale of the land.
	<b>Legal</b>	The land is in the registered ownership of the Council.
	<b>Human Resources</b>	Nil
	<b>Human Rights Act</b>	Nil
	<b>Data Protection</b>	Nil
	<b>Risk Management</b>	Nil
<b>6.2</b>	<b>Community Impact Assessment Recommendations</b>	<p>The Borough Council considers the effect of its actions on all sections of our community and has addressed all of the following Equality Strands in the production of this report, as appropriate:-</p> <p>Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.</p>

<b>Previous Consideration – Nil</b>
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<b>Background Papers – Legal Services</b>
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**ITEM NO 4(a)(iii)****ITEM NO 4(a)(iii)**

<b>Contact Officer:</b>	<b>Stephen Baddeley</b>
<b>Telephone No:</b>	<b>01543 464415</b>
<b>Ward Interest:</b>	<b>Nil</b>
<b>Report Track:</b>	<b>Cabinet 10/06/2021 Audit and Accounts 27/07/2021</b>
<b>Key Decision:</b>	<b>No</b>

**SUBMISSION BY COUNCILLOR R M SMITH  
RESOURCES PORTFOLIO**

<b>CABINET</b> <b>10 JUNE 2021</b> <b>Strategic Risk Register</b>
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<b>1 Purpose of Report</b>
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- 1.1 To set out details of the Council's Strategic Risk Register as at 1 April 2021.

<b>2 Proposal of Cabinet Member</b>
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- 2.1 That Cabinet approves the draft Strategic Risk Register and considers the progress made in the identification and management of the strategic risks.

<b>3 Key Issues and Reasons for Recommendation</b>
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- 3.1 All Strategic Risks and associated action plans have been reviewed and the Council's current risk profile is summarised in the table below:-

<b>Risk Status</b>	<b>Number of Risks 30 November 2020</b>	<b>Number of Risks 1 April 2021</b>
Red (High)	4	3
Amber (Medium)	6	6
Green (Low)	0	0
<b>TOTAL</b>	<b>10</b>	<b>9</b>

#### **4 Relationship to Corporate Business Objectives**

4.1 This report supports the Council's Corporate Priorities as follows:-

- (a) Risk management is a systematic process by which key business risks/opportunities are identified, prioritised and controlled so as to contribute towards the achievement of the Council's aims and objectives.
- (b) The strategic risks set out in the Appendices have been categorised against the Council's priorities.

#### **5 Report Detail**

5.1 The Accounts and Audit Regulations 2015 state that:-

"A relevant body must ensure that it has a sound system of internal control which:-

- (a) facilitates the effective exercise of its functions and the achievement of its aims and objectives;
- (b) ensures that the financial and operational management of the authority is effective; and
- (c) includes effective arrangements for the management of risk."

5.2 Risk can be defined as uncertainty of outcome (whether positive opportunity or negative threat). Risk is ever present and some amount of risk-taking is inevitable if the council is to achieve its objectives. The aim of risk management is to ensure that the council makes cost-effective use of a risk process that has a series of well-defined steps to support better decision making through good understanding of risks and their likely impact.

#### **Management of Strategic Risks/Opportunities**

5.3 The Council's approach to risk management (including its risk appetite) is set out in the Risk Management Policy and Strategy (March 2016).

5.4 Central to the risk management process is the identification, prioritisation and management of strategic risks/opportunities. Strategic Risks are those that could have a significant impact on the Council's ability to deliver its Corporate Business Plan Objectives.

5.5 A fundamental review of the strategic risks/opportunities facing the Council was undertaken in May to take account of the impact that the pandemic and the lockdown arrangements. The risk register has been monitored at intervals and actions progressed to manage the risk. The risk register has been updated as at 1 April 2021 and a summary is attached as **APPENDIX 1**.

5.6 The risk summary illustrates the risks/opportunities using the “traffic light” method ie:-

RED	risk score 12 and above (action plan required to reduce risk and/or regular monitoring)
AMBER	risk score 5 to 10 (action plan required to reduce risk)
GREEN	risk score below 5 (risk tolerable, no action plan required)

5.7 There has been a reduction in the overall number of risks as risk C8 “Failure to put in place safe working practices and social distancing measures to protect employees and the public” has been deleted with risk C6 being expanded slightly to cover the residual elements. There has also been a reduction in the number of Red Risks as Risk C6 has moved from a 15 - Red to a 9 - Amber.

5.8 Although there haven’t been any changes to the risk status for the remaining risks, actions have been progressing to deal with the risks that have been identified. The changing nature of the current pandemic means that even though work has been undertaken the full impact and timescales when progress can be made on addressing the risks is difficult to determine at this time.

5.9 Three risks have been reworded to better reflect the current situation:

- Risk C3 has been reworded from “The failure to manage the changes to town centres as a result of changes arising from the pandemic/lockdown” to “The failure to manage the changes to town centres as a result of changes arising from the local and national restrictions”
- Risk C6 has been reworded from “The Council doesn’t have sufficient officer capacity to deliver essential services, key projects and support work on recovery together” to “Reduced Organisational resilience will lead to insufficient resources to support the Council’s transformation and recovery agenda in dealing with the implications of Covid-19.” and expanded to take in the Health & Wellbeing issues from C8 which has now been deleted.
- Risk 40b has been reworded from “Failure to deliver phase 2 of the Stone Leisure Strategy” to “Failure to deliver Westbridge Park Open Space transformation” to refocus the risk to the remaining elements of the project.

5.10 The detailed actions plans for each risk are set out in the full strategic risk register attached at **APPENDIX 2**. This includes a progress update. The action plans are closely aligned to the Council’s Recovery plans and will be kept under review.

<b>6</b>	<b>Implications</b>
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6.1	<b>Financial</b>	Nil
	<b>Legal</b>	Nil
	<b>Human Resources</b>	Nil
	<b>Human Rights Act</b>	Nil
	<b>Data Protection</b>	Nil
	<b>Risk Management</b>	As set out in report and Appendices

6.2	<b>Community Impact Assessment Recommendations</b>	<p>The Borough Council considers the effect of its actions on all sections of our community and has addressed all of the following Equality Strands in the production of this report, as appropriate:-</p> <p>Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.</p>
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<b>Previous Consideration - Nil</b>
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<b>Background Papers - File available in Internal Audit and Risk Section</b>
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**Stafford Borough Council**  
**Summary of the Strategic Risk Register as at 1 April 2021**

Risk No.	Risk Description	Risk Impact / Consequences	Risk Date	Gross Risk Score	Residual (Net) Risk Score	Residual (Net) Risk Score	Direction of Travel
<b>RED RISKS</b>					<b>November 2020</b>	<b>April 2021</b>	
C1	The Council's financial stability is adversely affected in the short and medium term	This could result in the Council being unable to achieve the objectives and priorities of the Council, to provide desired levels of service and have an impact on major redevelopment proposals	May 2020	20 RED	20 RED	20 RED	↔
C2	The economy of the Borough is adversely impacted limiting the ability to deliver the Economic Growth Strategy for the Borough	This could potentially lead to business failure or inability to grow; failure to secure investment in infrastructure and major projects; adverse impacts on the rural economy; unemployment; and, adverse impacts on town centres and the wider visitor economy	May 2020	15 RED	15 RED	15 RED	↔
C5	The Council's key contractors remain sustainable and continue to provide value for money	This could result in additional cost to the Council and may limit the delivery of the services	May 2020	20 RED	15 RED	15 RED	↔

Risk No.	Risk Description	Risk Impact / Consequences	Risk Date	Gross Risk Score	Residual (Net) Risk Score	Residual (Net) Risk Score	Direction of Travel
<b>AMBER RISKS</b>							
C3	The failure to manage the changes to town centres as a result of changes arising from the local and national restrictions	Lack of community confidence in accessing retail, leisure and other services within the town centre may reduce spending and add to the decline of the northern town area. This in turn will affect the amount of Business Rates collected.	May 2020	12 RED	9 AMBER	9 AMBER	↔
C4	Failure to work in partnership to sustain support to vulnerable residents post Covid-19	Existing service provision may not meet the need because of the increases in the range of vulnerabilities that people are experiencing.	May 2020	12 RED	9 AMBER	9 AMBER	↔
C6	Reduced Organisational resilience will lead to insufficient resources to support the Council's transformation and recovery agenda in dealing with the implications of Covid-19.	This could result in projects being delayed or not delivered. There is also a risk to employees' health & wellbeing.	May 2020	20 RED	15 RED	9 AMBER	↓



Risk No.	Risk Description	Risk Impact / Consequences	Risk Date	Gross Risk Score	Residual (Net) Risk Score	Residual (Net) Risk Score	Direction of Travel
C7	Failure to repel or recover from a Cyber-attack including targeted ransomware, malware and Distributed Denial of Service (DDoS) attacks. The move to home working has increased the vulnerability to malware issues.	This could result in the Council not being able to deliver services	May 2020	20 RED	9 AMBER	9 AMBER	↔
38b	Failure to minimise the impact on the environment from the construction and operation of HS2	This could result in a reduction in the air quality, excessive noise/vibration from the construction activities which may have an impact on people's health and wellbeing	2014	15 RED	10 AMBER	10 AMBER	↔
40b	Failure to deliver Westbridge Park Open Space transformation	This could affect the Council's ability to deliver its Health and Wellbeing agenda, which may impact on people's health.	2016	20 RED	6 AMBER	6 AMBER	↔

**GREEN RISKS**

There are no current Green Risks

**DELETED RISKS**

C8 Failure to put in place safe working practices and social distancing measures to protect employees and the public

↓	Risk has decreased	↔	Risk level unchanged	↑	Risk has increased
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## STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 1 APRIL 2021

<b>Ref No: C1</b>	<b>Risk: The Council's financial stability is adversely affected in the short and medium term</b>
Risk Owner: Head of Finance	Cabinet Member: Cllr Smith

Gross Risk Score (i.e. without controls)	Likelihood: 4	Impact: 5	Total Score: <b>20 - RED</b>
Residual/Net Risk Score (i.e. with controls in place)	Likelihood: 4	Impact: 5	Total Score <b>20 - RED</b>

<b>Actions Planned</b>	<b>Timescale/Person Responsible</b>	<b>Progress/Comments</b>
Determine a Financial Recovery Strategy <ul style="list-style-type: none"> <li>Establish Recovery work stream</li> <li>Agree Terms of Reference</li> <li>Determine work programme</li> </ul>	Chief Executive/Head of Finance	Complete Terms of Reference and Work Programme Agreed
Monitor Financial Impact of COVID-19	Head of Finance	Ongoing Monthly monitoring in place
Implement Interim Financial strategy	Head of Finance	Complete Interim Financial Strategy considered by Cabinet
Update Financial Plan in relation to the deferment of 75% Business Rates Retention and Fair Funding by a year	Head of Finance	Scenarios developed reflecting potential treatment of growth and levy Details awaited of new timescale for implementation
Refresh Medium Term Financial Plan based upon alternative scenarios of short /medium and long term impact of in relation to external funding sources	Head of Finance	Ongoing Financial Plan approved by Cabinet 5 November 2020 New Financial Plan to be completed in 2021/22

As at May 2021

## STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 1 APRIL 2021

Actions Planned	Timescale/Person Responsible	Progress/Comments
Lobby MHCLG via MP/DCN and LGA re financial impact of COVID 19 on SBC	Chief Executive/Head of Finance	Ongoing contact with M.P.s, DCN, West Midland Chief Executives, LGA and directly with ministers.
Determine feasibility of extending Business Rates Pool into 2021/22 Monitor impact of COVID 2019 on pool by authority on a month by month basis Liaise with S and Sot Business Rate Pool Members re options to maintain viable pool for 2021/2022 Prepare options report to Leaders and Chief executives	Head of Finance	Pool established for 2021/22
Determine impact of Government proposals for key funding regime changes for 2022/23	Head of Finance	Ongoing
Implement a rolling programme of service reviews to ensure that resources are aligned to business objectives and are operating as efficiently as they can be	Chief Executive/Head of Finance	To form part of 2022-23 Budget Process

**Overall Progress Summary:**

Monitoring of the Financial impact of Covid -19 is ongoing. The estimated impact of the pandemic has been reflected in the Medium-Term Budget as approved by Council with a balanced budget in place for 2021-22.

The medium-term financial stability of the Council is however dependent upon changes arising from the future funding regime for local government. Details in relation to the implementation of 75% Business Rates Retention and Fair Funding and Business Rates Reset are still awaited.

A consultation document in relation to the Future of New Homes Bonus, beginning in 2022/23, was published on the 21 February 2021 (a response from the Council was submitted in advance of the closing date of 7 April 2021).

As at May 2021

## STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 1 APRIL 2021

<b>Ref No: C1</b>
<b>Risk: The Council's financial stability is adversely affected in the short and medium term</b>
<p>Consequences of Risk:</p> <ul style="list-style-type: none"> <li>• Unable to provide desired levels of service</li> <li>• Major redevelopment proposals are impacted</li> <li>• Council size becomes too small to sustain a viable organisation</li> </ul>
<p>Links to Corporate Business Plan – Objective 3</p> <ul style="list-style-type: none"> <li>• To be a well-run, financially sustainable, and ambitious organisation, responsive to the needs of our customers and communities and focussed on delivering our objectives</li> </ul>
<p>Key Controls in Place:</p> <ul style="list-style-type: none"> <li>• Medium term financial plan in place</li> <li>• Annual Financial Plan and Medium-Term Financial Strategy to 2023/24 in place</li> <li>• The Revenue Budget for 2021/22 is balanced with a potential deficit of £1,003,000 for 2022/23 if a new regime is implemented</li> <li>• Working Balances maintained</li> <li>• Comprehensive Service Review being undertaken to re-align resources to Corporate Plan</li> <li>• Corporate Budget Monitoring</li> <li>• Evaluation of consultations on changes to government funding regimes</li> </ul>

As at May 2021

## STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 1 APRIL 2021

<b>Ref No:C2</b>	<b>Risk: The economy of the Borough is adversely impacted limiting the ability to deliver the Economic Growth Strategy for the Borough</b>
Risk Owner: Head of Development	Cabinet Member: Cllr Beatty

Gross Risk Score (i.e. without controls)	Likelihood: 3	Impact: 5	Total Score: <b>15 - Red</b>
Residual/Net Risk Score (i.e. with controls in place)	Likelihood: 3	Impact: 5	Total Score: <b>15 - Red</b>

<b>Actions Planned</b>	<b>Timescale/Person Responsible</b>	<b>Progress/Comments</b>
Complete an Economic Recovery Strategy	Completed Head of Development/Economic Growth and Strategic Projects Manager	The adopted Economic Growth Strategy and draft Implementation Plan have been reviewed in light of Covid and reported to Cabinet October 2020 which acts as the Economic Recovery Strategy for the Borough and partners.
Deliver the opportunities for growth through the new Local Plan process	2021-22 Planning Policy Manager	The first stage of the new Local Plan was consulted on in February and March 2020. Critical elements of the evidence base are currently delayed due to the implications of recent Government policy changes and the economic uncertainty arising from the Covid pandemic. Therefore the ongoing timetable for progression to adoption is under review.
Continue with major projects as programmed, review detail to see if need to change in context of Covid 19	In accordance with individual project plans Economic Growth and Strategic Projects Manager	Minimal disruption to project plans since March 2020. Scheduled works under weekly review to identify potential delays

As at May 2021

## STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 1 APRIL 2021

Actions Planned	Timescale/Person Responsible	Progress/Comments
Future High Street Fund programme plan to be reviewed to respond to the outcome of the bid	June 2021 Economic Growth and Strategic Projects Manager	Provisional award announced December 2020 and further work submitted to MHCLG February 2021. Formal confirmation of award due imminently. Programme governance in place and inception meetings scheduled April 2021.
Review the objectives of the Stafford Town Centre Strategic Framework commission to reflect recent changes to the economy and deliverability of strategic projects	Completed Economic Growth and Strategic Projects Manager	Amended scope agreed following the outcome of the FHSF bid and work commenced April 2021.
Implementation of a discretionary financial support grant scheme (funded by Government) to mitigate the impacts of Covid 19	April 2021 Economic Growth and Strategic Projects Manager	The Additional Restrictions Grant Policy is available online and a programme of business support has been agreed with Cabinet April 2021

**Overall Progress Summary: Immediate and longer terms interventions identified and being implemented; minor disruption to major projects and Future High Streets Fund bid updated to reflect impact of Covid-19. Local Plan progression under regular review.**

<b>Ref No: C2</b>	<b>Risk: The economy of the Borough is adversely impacted limiting our ability to deliver the Economic Growth Strategy for the Borough</b>
Consequences Of Risk:	<ul style="list-style-type: none"> <li>The Council's ability to deliver the objectives as set out in the Economic Growth Strategy is adversely impacted potentially leading to business failure or inability to grow; failure to secure investment in infrastructure and major projects; adverse impacts on the rural economy; unemployment; and, adverse impacts on town centres and the wider visitor economy;</li> <li>Adverse impact on growth in revenue from Business Rates and Council Tax</li> <li>Failure to maximise the economic benefits associated with HS2 related development</li> <li>Increase in demand on Housing and Revenues services</li> </ul>

As at May 2021

## STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 1 APRIL 2021

Ref No: C2	<b>Risk: The economy of the Borough is adversely impacted limiting our ability to deliver the Economic Growth Strategy for the Borough</b>
Links to Corporate Business Plan – Objective:	<ul style="list-style-type: none"> <li>• 1, 2, 3</li> </ul>
Key Controls in Place:	<ul style="list-style-type: none"> <li>• Project plans and governance arrangements for the Garden Community, Stafford Town Centre Transformation and Stafford Station Gateway projects</li> <li>• SGRIP group well established and key stakeholders are represented in the Economic Recovery work stream</li> <li>• Visitor Economy recovery work part of the overarching Recovery Strategy</li> <li>• The Economic Growth and Strategic Projects Team has a dedicated Senior Investment Manager working directly with the private sector and dedicated Project Managers to implement the major schemes</li> <li>• The Stafford Town Centre Strategic Framework will respond to the outcome of the Future High Streets Fund bid to ensure the maximum amount of development remains viable</li> <li>• Market appraisals for emerging development schemes have been refreshed since March 2020</li> <li>• Homes England are fully appraised of emerging development schemes that will require additional Government funding to attract private investment and tackle viability issues</li> <li>• The new Local Plan remains ambitious and will act as a portfolio for development; key evidence base studies are being updated to reflect recent economic changes</li> </ul>

As at May 2021

## STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 1 APRIL 2021

Ref No:C3	<b>Risk: The failure to manage the changes to town centres as a result of changes arising from the local and national restrictions</b>
Risk Owner: Head of Development	Cabinet Member: Cllr Beatty

Gross Risk Score (i.e. without controls)	Likelihood: 4	Impact: 3	Total Score: <b>12 – Red</b>
Residual/Net Risk Score (i.e. with controls in place)	Likelihood: 3	Impact: 3	Total Score: <b>9 - Amber</b>

<b>Actions Planned</b>	<b>Timescale/Person Responsible</b>	<b>Progress/Comments</b>
Complete an Economic Recovery Strategy	Completed Head of Development/Economic Growth and Strategic Projects Manager	The adopted Economic Growth Strategy and draft Implementation Plan have been reviewed in light of Covid and Brexit and reported to Cabinet October 2020 which acts as the Economic Recovery Strategy for the Borough and partners.
Submission of Future High Streets Fund bid	Completed Economic Growth and Strategic Projects Manager	Provisional award announced December 2020 and further work submitted to MHCLG February 2021. Formal confirmation of award due imminently. Programme governance in place and inception meetings scheduled April 2021.

As at May 2021



## STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 1 APRIL 2021

Actions Planned	Timescale/Person Responsible	Progress/Comments
Supporting town centre groups in Stafford, Stone and Eccleshall to operate our high streets in a Covid Secure way	Ongoing Economic Growth and Strategic Projects Manager	2 ERDF funded Business Support Officer posts created and filled; 5 bespoke marketing campaigns launched from November 2020. In April 2021 Cabinet agreed to extend the 2 posts to continue to support our local businesses for a further 12 months confirmation of award due imminently. Programme governance in place and inception meetings scheduled April 2021.

**Overall Progress Summary: Economic Recovery via the Growth Strategy Implementation Plan underway; ongoing liaison with Stafford Town Centre Partnership, Stone Traders Group and Destination Eccleshall.**

<b>Ref No: C3</b> <b>Risk: The failure to manage the changes to town centres as a result of changes arising from the local and national restrictions</b>
<b>Consequences Of Risk:</b> <ul style="list-style-type: none"> <li>• Lack of community confidence in accessing retail, leisure and other services within town centres will reduce spending and add to the decline of the northern town area of Stafford.</li> <li>• This in turn will affect the amount of Business Rates collected.</li> </ul>
<b>Links to Corporate Business Plan – Objective :</b> <ul style="list-style-type: none"> <li>• 1, 2, 3</li> </ul>
<b>Key Controls in Place:</b> <ul style="list-style-type: none"> <li>• Working with stakeholder groups in key town centres of Stafford, Stone and Eccleshall to support safe-opening of businesses and ensure that the wider community is aware of the measures in place to manage health and safety concerns</li> <li>• Development schemes submitted to Future High Streets have been revised with reference to the impact of Covid-19</li> </ul>

As at May 2021

## STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 1 APRIL 2021

<b>Ref No: C4</b>	<b>Risk: Failure to work in partnership to sustain support to vulnerable residents post Covid-19</b>
Risk Owner: Head of Development/ Corporate Business and Partnerships Manager	Cabinet Member: Jeremy Pert

Gross Risk Score (i.e. without controls)	Likelihood: 4	Impact: 3	Total Score: <b>12 - RED</b>
Residual/Net Risk Score (i.e. with controls in place)	Likelihood: 3	Impact: 3	Total Score: <b>9 - AMBER</b>

<b>Actions Planned</b>	<b>Timescale/Person Responsible</b>	<b>Progress/Comments</b>
Community Recovery and Resilience group is being set up to look at: <ul style="list-style-type: none"> <li>Lessons learnt</li> <li>How the level of support can be sustained going forward</li> <li>Planning for the future</li> </ul>	Completed  Corporate Business and Partnerships Manager	Community Recovery Group in place and meeting on a regular basis.
Community Recovery and Resilience TOR have been produced	Completed Corporate Business and Partnerships Manager	Terms of Reference agreed with Cabinet and implemented
Community Recovery Project Plan formulated and agreed	Completed Corporate Business and Partnerships Manager	A comprehensive evaluation has been conducted and report has been written. Recovery work will concentrate on 4 individual strands <ul style="list-style-type: none"> <li>Communications and Engagement</li> <li>Community Need</li> <li>Support for the Voluntary Sector</li> <li>Partnerships</li> </ul>

As at May 2021

## STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 1 APRIL 2021

Actions Planned	Timescale/Person Responsible	Progress/Comments
		This work will ensure that consideration for any Brexit related issues are encompassed within the planning for each of the individual strands.
Structures agreed and in place to support vulnerable residents for further local and national lockdowns and movements through different tiers restrictions	Completed Corporate Business and Partnerships Manager	Ward based model of support in place and regular meetings being held with parish councils and community groups. Work monitored by the recovery working group under the Support for the Voluntary Sector strand.
Review the Community Wellbeing Partnership to ensure that the membership is representative and is able to take responsibility to plan and deliver services for issues that reduce crime, anti-social behaviour and improve health and wellbeing	Completed Corporate Partnerships Manager	Community Wellbeing Partnership membership reviewed and new board now in place and regular meetings scheduled. Community Safety and Wellbeing Strategy reviewed to take into consideration the impact of Covid and Brexit.
Economic Recovery group meets monthly	Ongoing Economic Growth and Strategic Projects Manager	The group interrogates local and national data to identify priority areas for intervention, including the prioritisation of funding applications.
Review of housing assistance policy to ensure responsive to needs resulting from higher unemployment	July 2021 Health and Housing Manager	Housing assistance policy to be ready for consultation in July 2021

As at May 2021

## STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 1 APRIL 2021

Actions Planned	Timescale/Person Responsible	Progress/Comments
Extend commissioned services that provide lower level support to individuals experiencing drugs and alcohol use and mental health; outreach support for anti-social behaviour; and sanctuary provision for domestic abuse	June 2021 Corporate Business and Partnerships Manager	Commissioned contracts extended and scheduled to be renewed from June 2021
DFG commissioned service to be closely monitored and managed to accelerate delivery in light of delays partly caused by lockdowns	May 2020 onwards Health and Housing Manager	Contract amendments being made to allow additional capacity for Millbrook to tackle the backlog.
Housing standards risk assessment to be developed to ensure safe completion of remedial works where possible. Approach to be developed for those residents where significant hazards to health exist, but works cannot be completed safely.	Completed Health and Housing Manager	Risk assessment in place and being used. For cases where significant hazards to health exist site visits are continuing if safe for officers and residents.
Housing Options prepared for increase in demand as economic impact of the pandemic unfolds and short-term measures to prevent evictions are lifted.	September 2020 onwards Health and Housing Manager	Proactive campaign with partner agencies to get residents to seek help early. Early options support for households who have been identified as being in rent arrears prior to action being taken. Close working with MHCLG and probation on additional supported accommodation options. Cross county working on new approach to support rough sleepers. Enhanced training of options officers with partner agencies to ensure they are prepared to deal with the changing caseload. Revision to Deposit Guarantee Scheme to increase access to the private rented sector.

As at May 2021

## STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 1 APRIL 2021

**Overall Progress Summary:** Good progress is being made in relation to the community recovery work.

- A comprehensive evaluation of activities has been conducted which has informed response activities during the current lockdown. Meetings are taking place with partner organisations including parish councils and community groups – who continue to support vulnerable residents in the borough.
- The council have assumed the role of anchor organisation for the borough and are triaging calls for clinically extremely vulnerable residents and locally, this support will continue until the end of June 2021 with the potential to extend further. Council webpages have been updated and now encompass a broad range of signposting information for residents under the 'Tell Us' pages and also information for community groups and parish councils.
- Webinars have been specifically designed for community groups, parish councillors and elected members based on their feedback received during the evaluation of the Community HUB.
- There is an open invitation to parish councils to ask for support from SBC when they are developing their resources. Specific projects are being developed, for example, Stepping Stones programme will be updated soon. This programme supports people in regaining their confidence in leaving the house and going on a walk. Involvement with parish councils with setting up walks in their local area.

**Ref No: C4**

**Risk: Failure to work in partnership to sustain support to vulnerable residents post Covid-19**

**Consequences Of Risk:**

- Potential of core support services being withdrawn, for example, substance misuse services, domestic abuse, mental health, impacting on a person's health and wellbeing and potentially on their housing situation.
- Vulnerable people at risk of not receiving help and support therefore increasing issues such as poverty, poor housing conditions, homelessness, rough sleeping, family breakdown, loneliness and isolation, suicide, safeguarding issues relating to child abuse, domestic abuse, exploitation, mental health, drugs and alcohol, self-medicating, anti-social behaviour
- Relationships with partners at risk because of failure to deliver services because of financial and resource difficulties therefore affecting community confidence and resilience

As at May 2021

## STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 1 APRIL 2021

<b>Ref No: C4</b> <b>Risk: Failure to work in partnership to sustain support to vulnerable residents post Covid-19</b>
<ul style="list-style-type: none"> <li>Socio- economic impact in terms of job losses, closure of premises and the level of funding available for community groups may impact on reductions in service provision, increases in support needs, tenancies not being sustained, increases in hazards for health</li> </ul>
<p>Links to Corporate Business Plan – Objective : 1 and 2</p> <ul style="list-style-type: none"> <li>To deliver sustainable economic and housing growth to provide income and jobs</li> <li>To improve the quality of life of local people by providing a safe, clean, attractive place to live and work and encouraging people to be engaged in developing strong communities that promote health and wellbeing.</li> </ul>
<p>Key Controls in Place:</p> <ul style="list-style-type: none"> <li>Community Wellbeing Partnership in place that can escalate any issues to Local Strategic Partnership</li> <li>Commissioned services in place to support with mental health and substance misuse, antisocial behaviour and domestic abuse.</li> <li>Representation at County, Regional and National level multi-agency partnership meetings in respect of Voluntary Sector, Parish Councils, Community Safety, Economic Growth, Housing, DFG's, Rough Sleeping and Homelessness, Anti-social Behaviour, Earned Autonomy, Food Bank Forum, Domestic Abuse;</li> <li>Needs assessments in place for health, community safety, homelessness that identify areas of concern in the Borough to enable the targeting of resources</li> <li>Multi-agency place based model of support in place in Doxey, Rising Brook and Highfields</li> <li>Parish Council Forum in place</li> <li>Support for Clinically Extremely Vulnerable residents in place until June 2021, regular welfare calls being made to those indicating they are in need and Rising Brook Baptist Church and Stone Community HUB supporting residents with food parcels and prescriptions</li> <li>Food schemes and food banks in place, foodbank forum meets on a regular basis</li> </ul>

As at May 2021

## STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 1 APRIL 2021

**Ref No: C4****Risk: Failure to work in partnership to sustain support to vulnerable residents post Covid-19**

- Community Recovery Group now set up and in place, project plan produced and being monitored
- Additional support for DFG delivery being put in place.
- Proactive work to identify those at risk of eviction, when ban is fully lifted.
- Additional units of refuge accommodation operational
- Multi-agency strategies in place for Community Safety and Wellbeing, Economic Growth

As at May 2021

## STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 1 APRIL 2021

<b>Ref No: C5</b>	<b>Risk: The Council's key contractors remain sustainable and continue to provide value for money</b>
Risk Owner: Head of Operations	Cabinet Member: Cllr Smith

Gross Risk Score (i.e. without controls)	Likelihood: 4	Impact: 5	Total Score: <b>20 - RED</b>
Residual/Net Risk Score (i.e. with controls in place)	Likelihood: 3	Impact: 5	Total Score: <b>15 - RED</b>

<b>Actions Planned</b>	<b>Timescale/Person Responsible</b>	<b>Progress/Comments</b>
All contracts being monitored by appropriate Head of Service/Service Manager.	On-going Heads of Service Service Managers Contracts and Procurement Manager	Regular virtual meetings with contractors. Contracts exhibiting greatest risk are additionally being monitored by the Council's Contract and Procurement Manager
Assistance with financial management being offered by the Council to individual contractors	On-going Chief Executive Head of Finance Head of Operation Chief Accountant	Management payments being made in advance to assist with cash flow. Additional payments may be made subject to an "Open book" process to assist cashflow.
Information sharing with other Councils and Local Government Association	On-going Heads of Service Contracts and Procurement Manager	Contact with other Councils that have contracts with SBC contractors
Lobbying of Ministry of Housing, Communities and Local Government (MHCLG) via Members of Parliament, District Council Network and Local Government Association re financial impact of COVID 19 on SBC	Ongoing Chief Executive Head of Finance	Information provided regarding the financial impact of Covid 19 on contracted services

As at May 2021



## STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 1 APRIL 2021

Actions Planned	Timescale/Person Responsible	Progress/Comments
<p>Ensuring timely applications are submitted for any available Government Grant funding</p>	<p>On-going Heads of Service Head of Finance Service Managers Contracts and Procurement Manager Chief Accountant</p>	<p>A successful application was made by our Leisure and Culture Contractor for an Arts Council grant of £250,000 for the Gatehouse Theatre to cover some of the losses incurred and to make building adaptations to ensure Covid-19 compliance.</p> <p>The Council has been successful in its application for a maximum amount of £260,000 from the National Leisure Relief Fund to cover losses that Freedom Leisure have incurred over Stafford Leisure Centre, Stone Leisure Centre and Rowley Park. Additionally, the Council has also been awarded a “top up” sum of £17,851.</p> <p>Freedom Leisure have recently be awarded additional funding for the Stafford Gatehouse Theatre of £124,950 from the second round of the Government’s Culture Recovery Fund. The second round of awards made today will help organisations to look ahead to the spring and summer and plan for reopening and recovery. After months of closures and cancellations to contain the virus and save lives, this funding will be a much needed helping</p>

As at May 2021

## STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 1 APRIL 2021

Actions Planned	Timescale/Person Responsible	Progress/Comments
		hand for organisations transitioning back to normal in the months ahead The Cabinet on 4 March 2021 considered a confidential report on Financial Support to Freedom Leisure which was scrutinised by a special Resources Scrutiny Committee on the 25 March 2021.
Evaluation of Government guidance on Covid 19 on service that can be delivered	On-going Heads of Service Service Managers Contracts and Procurement Manager	Services have been reintroduced as Government restrictions have been lifted. Recovery plans being developed by Contractors in consultation with the Council to respond to further lifting of restrictions. Prioritisation of service reintroduction.

**Overall Progress Summary:**

- Risk is not at the same level with all contractors.
- We are concentrating on the monitoring and financial support to the Leisure contractor which currently carries the highest risk.
- Services being re-introduced following the lifting of Government restrictions/return of work force.
- Prioritisation of service reintroduction on “open book” process.

Management of this risk is largely outside the control of the Council as it is a national issue and depends on the Government's plans for easing lockdown and support to businesses. However, the Council is working with its contractors to support them during lockdown and in implementing their recovery plans in accordance with Cabinet Office Action Note PPN04/20 Procurement Policy Note - Recovery and transition from COVID -19.

As at May 2021

## STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 1 APRIL 2021

<b>Ref No: C5</b> <b>Risk: The Council's key contractors remain sustainable and continue to provide value for money</b>
Consequences of Risk: <ul style="list-style-type: none"> <li>• Varying degree of risk dependant on contract</li> <li>• Potential for an individual contract failure resulting in a defined Council service not being delivered</li> <li>• Financial loss</li> <li>• Reputational damage locally and nationally</li> </ul>
Links to Corporate Business Plan – Objective 3: To be a well-run, financially sustainable and ambitious organisation, responsive to the needs of our customers and communities and focussed on delivering our objectives
Key Controls in Place: <ul style="list-style-type: none"> <li>• Regular contact with key personnel associated with each contractor</li> <li>• Regular discussion at Leadership Team and Cabinet level</li> <li>• “Open book” financial monitoring introduced on selected contracts</li> <li>• Corporate Budget Monitoring</li> <li>• Contract monitoring</li> <li>• Sharing of information with other authorities who have same contractors</li> </ul>

## STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 1 APRIL 2021

<b>Ref No: C6</b>	<b>Risk: Reduced Organisational resilience will lead to insufficient resources to support the Council's transformation and recovery agenda in dealing with the implications of Covid-19</b>
Risk Owner: Chief Executive	Cabinet Member: Cllr Smith

Gross Risk Score (i.e. without controls)	Likelihood: 3	Impact: 5	Total Score: <b>15- RED</b>
Residual/Net Risk Score (i.e. with controls in place)	Likelihood: 3	Impact: 3	Total Score <b>9- Amber</b>

<b>Actions Planned</b>	<b>Timescale/Person Responsible</b>	<b>Progress/Comments</b>
Use planned review of the Corporate Business Plan to reassess objectives for the next 3 years to reflect the impact of COVID-19, the likely recession that will follow and the financial consequences.	Chief Executive/Head of Finance/Corporate Business and Partnerships Manager	Completed Corporate Business Plan has been approved at Council.
Implement the revised Corporate Business Plan	Corporate Business and Partnerships Manager From April 2021	Delivery Plans and performance framework are being formulated
Recovery Programme in place and governance structures implemented in relation to 4 workstreams: <ul style="list-style-type: none"> <li>• Economic Recovery</li> <li>• Community Recovery</li> <li>• Financial Recovery</li> <li>• Organisational Recovery</li> </ul>	Corporate Business and Partnerships Manager	Completed Governance structure has been implemented and meetings on-going in relation to the Strategic Oversight Board; Recovery Management Board and 4 workstreams. Initial Recovery work plans are in place.
Continue to monitor the impact of Covid through the Recovery Programme	Corporate Business and Partnerships Manager  Ongoing	Capacity to deliver continues to be highlighted as an issue across the 4 workstreams and this continues to be monitored closely by Leadership Team and Cabinet.

As at May 2021

## STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 1 APRIL 2021

Actions Planned	Timescale/Person Responsible	Progress/Comments
Organisational Recovery work stream – to provide a co-ordinated approach to operational and transformational recovery taking into account service delivery priorities, timescale and capacity to deliver	Head of Human Resources and Property Services June 2020	Completed Organisational Recovery Group established. High level Action/Implementation Plan agreed. Governance arrangements provided by establishment of Recovery Management Board and Recovery Oversight Board. Visioning session by Leadership Team took place on 7 April 2021 to approve recovery overview. Action plan and priorities to be delegated to the ORG.
Monitoring – Continued monitoring of impact of health and wellbeing of staff both in general and directly linked to COVID-19.	Group HR and Payroll Manager – on-going	On-going reporting via Managers/HR Services
Review Transformation Plans to take into account the impact of, and living with COVID-19, including health and safety regulations, preferred ways of working and business case.	Corporate Business and Partnerships Manager	Completed Transformation plans have been reviewed and have been incorporated into the overall Recovery Programme for the authority.
Formulate organisational framework that sets out the future vision and ways of working.	Corporate Business and Partnerships Manager  From March 2021 onwards	Covid Future Planning is being formulated at present which will set out and detail the Organisation Visioning Framework.
Ensure the effective and timely preparation of Risk Assessments, procedures and guidance to enable safe work practices to be implemented in line with HSE and Government Guidelines	Service Managers and H&S Adviser – on-going	Risk Assessments completed and published in line with Government Guidance and local decision making
Consult with employees and Trade Unions to provide “buy-in” to a joined-up approach to future ways of working	Chief Executive Head of HR and PS	On-going as required

As at May 2021

## STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 1 APRIL 2021

**Overall Progress Summary:** During the first phase of COVID-19 lockdown capacity to support Council priority areas and community support and the overall response to COVID-19 was achieved by redeploying internal resources as required and the goodwill and dedication of staff. The majority of the Council's workforce continue to work remotely in order to continue to provide services. All workplaces are subject to COVID-19 risk assessments to ensure the health, safety and well-being of officers who cannot or are unable to work from home. Work going forward will need to focus on recovery and how the Council will operate whilst living with the on-going impact of COVID taking account of local and national priorities.

<b>Ref No: C6</b> <b>Risk: Reduced Organisational resilience will lead to insufficient resources to support the Council's transformation and recovery agenda in dealing with the implications of Covid-19."</b>
<p>Consequences Of Risk:  This could result in the following:-</p> <ul style="list-style-type: none"> <li>• Service delivery/Projects impacted by delays, reduced quality or not delivered</li> <li>• Increased costs due to delays and project inertia</li> <li>• Increased risk to employees' health, safety and wellbeing due to changes in circumstances</li> <li>• Failure to meet health and safety standards could lead to prosecution.</li> <li>• Unable to restore some services effectively</li> <li>• Risk of illness to staff and visitors</li> </ul>
<p>Links to Corporate Business Plan – Objective 3:</p> <ul style="list-style-type: none"> <li>• To be a well-run, financially sustainable and ambitious organisation, responsive to the needs of our customers and communities and focussed on delivering our objectives</li> </ul>
<p>Key Controls in Place:</p> <ul style="list-style-type: none"> <li>• Sickness Absence and Welfare Monitoring by Managers in line with Council Policies</li> <li>• Co-ordinated support and guidance to managers and employees by Human Resources</li> <li>• Use of Occupational Health and external Counselling support services</li> <li>• Regular discussion at Leadership Team meetings.</li> <li>• Health and Safety controls (including risk assessment) in place in line with Government Guidance and best practice</li> <li>• Organisational Recovery Group – High Level Action/Implementation Plan in place and under regular review</li> <li>• Government Guidance as and when published</li> </ul> <p>Health and Safety Advice provided through H&amp;S shared service arrangements – inbuilt resilience</p>

As at May 2021

## STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 1 APRIL 2021

<b>Ref No: C7</b>	<b>Risk: Failure to repel or recover from cyber-attack including targeted ransomware, malware and DDoS attacks</b>		
Risk Owner: Head of Technology	Cabinet Member: Cllr Smith		
Gross Risk Score (i.e. without controls)	Likelihood: 4	Impact: 5	Total Score: <b>20 - RED</b>
Residual/Net Risk Score (i.e. with controls in place)	Likelihood: 3	Impact: 3	Total Score <b>9 - AMBER</b>

<b>Actions Planned</b>	<b>Timescale/Person Responsible</b>	<b>Progress/Comments</b>
Information Risk Management- Continuous review and work on our information risk management regime	Ongoing/ Head of Technology	Policies under review.
Monitoring – External and Internal checks. Threat and vulnerability assessment and remediation including Annual IT Health Check by CLAS approved consultant with remedial work carried out	Ongoing/ Head of Technology	Annual Health check completed in August 2020. Follow-up check is planned for November 2021.
Application Security Assessment and Remediation action taken	Annually Head of Technology	The health check will produce an action plan to feed into this.
Limit the access to critical systems and data by non-corporate devices.	September 2021 Head of Technology	During 2020 we have been able to increase the number of corporate laptops that access the internal systems.
Exploring options to improve security for sharing information with external partners	Ongoing Head of Technology	Further use of Teams to provide secure access to data for our partners.
The move to home working has increased the vulnerability to malware issues. The use of cloud technology has reduced the likelihood due to the data being segregated across systems and devices.	On-going Head of Technology	Email mailboxes are now held in the cloud. Data files will also be moved during 2021/22
Add Geo restrictions to O365 and Virtual office.	Systems Manager	Complete
Require one-time passwords for all network connections.	Systems Manager	Complete

As at May 2021

## STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 1 APRIL 2021

**Overall Progress Summary:** Work has been completed and actions are in progress. However, the environment means that new risks and challenges are always developing and attacks are becoming more sophisticated.

<b>Ref No: C7</b>
<b>Risk: Failure to repel or recover from cyber-attack including targeted ransomware, malware and DDoS attacks</b>
<p>Consequences Of Risk:</p> <ul style="list-style-type: none"> <li>• Data, Systems and Applications inaccessible</li> <li>• Inability to deliver Council services</li> <li>• Cybercrime/ Fraud/ Ransom demands/ Financial harm</li> <li>• Reputational damage locally and nationally</li> <li>• Data Loss and breach of Data Protection Act (DPA)</li> <li>• Financial Loss</li> </ul>
<p>Links to Corporate Business Plan – Objective 3: To be a well-run, financially sustainable and ambitious organisation, responsive to the needs of our customers and communities and focussed on delivering our objectives</p>
<p>Key Controls in Place:</p> <ul style="list-style-type: none"> <li>• Information Risk Management Regime – Assess the risks to our information assets, effective governance structure, Leadership Team engagement with cyber risk, produce supporting information management policies.</li> <li>• Secure configuration – Corporate policies and processes to develop secure baseline builds</li> <li>• Network Security – Protection and secured perimeter of external security threats and untrusted networks</li> <li>• Managing user privileges – All users of ICT systems provided with privileges suitable for their role</li> <li>• User education and awareness – Security policies that describe acceptable and secure use of ICT assets</li> <li>• Incident management – Incident response and disaster recovery capabilities that address the full range of incidents that can occur</li> <li>• Malware prevention – Produce policies that directly address the business processes (such as email, web browsing, removable media and personally owned devices)</li> <li>• Monitoring – Established monitoring taking into account previous security incidents and attacks. Annual IT Health Check and penetration testing conducted by a Council of Registered Ethical Security Tester (CREST)/Communications-Electronics Security Group (CESEG) Listed Advisor Scheme (CLAS) - accredited Government Communication Headquarters (GCHQ) approved consultants.</li> </ul>

As at May 2021



## STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 1 APRIL 2021

<b>Ref No: C7</b> <b>Risk: Failure to repel or recover from cyber-attack including targeted ransomware, malware and DDoS attacks</b>			
<ul style="list-style-type: none"> <li>Removable media controls – Produce removable media policies that control the use of removable media for the import and export of information</li> <li>Home and mobile working – Assess the risks to all types of mobile working including remote working and develop appropriate security policies</li> </ul>			
<b>Ref No: 38b</b>		<b>Risk: Failure to minimise the impact on the environment from the construction and operation of HS2</b>	
Risk Owner: Head of Operations		Cabinet Member: Environment	
Gross Risk Score (i.e. without controls)	Likelihood: 3	Impact: 5	Total Score: <b>15 - RED</b>
Residual/Net Risk Score (i.e. with controls in place)	Likelihood: 2	Impact: 5	Total Score <b>10 - AMBER</b>
<b>Actions Planned</b>	<b>Timescale/Person Responsible</b>		<b>Progress/Comments</b>
Monitor any preparation work being carried out by HS2 contractors	Completed Regulatory Services Manager		Preparation work undertaken by HS2 monitored without any adverse effect or complaints.
Continued participation in HS2a Environmental Health Sub-Group covering Noise, Air Quality and land contamination implications	Ongoing Regulatory Services Manager		Have attended and participated in all scheduled meetings
Watching brief on the House of Commons Select Committee and House of Lords Select Committee proceedings and the publication of Royal Assent	Completed Regulatory Services Manager		To ensure officers and elected members are updated on any changes to the scheme
Evaluating the outcome of Independent Review into HS2 project	Completed Regulatory Services Manager		To ensure officers and elected members are updated on any changes to the scheme

As at May 2021

## STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 1 APRIL 2021

Actions Planned	Timescale/Person Responsible	Progress/Comments
Responding to consultation from HS2 Ltd on the draft Local Authority Environmental Management Plan (LEMP) for Stafford Borough which outlines mitigation measures for adverse effects of the construction phase.	Completed Regulatory Services Manager	Response sent to the consultation
As we receive Section 61 Notices the Council will provide a response	Q1 + Q2 2021-22 Regulatory Services Manager	New control

**Overall Progress Summary:**

Information obtained by officer's participation in HS2 working groups to address noise, environmental, air quality and planning elements of the route alignment, during construction and subsequent operation, has assisted them in providing an input into the Council's petitioning document. Continued liaison between the Council's Development Manager and Regulatory Services Manager has enabled better shared understanding of the issues/risks; and the use of appropriate mechanisms to try and address the areas of concern.

The hybrid bill has received Royal Assent

Officers are now working closely with HS2 on the mechanism associated with section 61 notices under the Control of Pollution Act 1974 which require contractors to state mitigation measures for adverse effects of the construction phase.

Concern has been expressed to HS2 by both the Chief Executive of Stafford BC, and via the MP for Stafford on the resource implications of section 61 notices being served by HS2 contractors on the Council. At a time when resources have been allocated to and will continue to be allocated to both the response and recovery stage of the Covid 19 pandemic, it does not leave much spare capacity to respond to the additional workload of responding to these notices. Additionally, there is difficulty in securing additional resources to carry out this work as recruitment is very challenging at this time as there is a national shortage of suitably qualified staff. This could result in delays to construction and a deterioration in partnership working.

As at May 2021

## STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 1 APRIL 2021

<b>Ref No: 38b</b> <b>Risk: Failure to minimise the impact on the environment from the construction and operation of HS2</b>
<p>Consequences of Risk:</p> <ul style="list-style-type: none"> <li>• A reduction in the air quality from the construction activities. This could arise directly from the construction sites and indirectly from changes in the volume, composition, and location of traffic on the highway network.</li> <li>• Excessive levels of Noise and vibration from construction and operation activities could lead to a significant effect on the residential amenity to domestic premises close to the proposed line.</li> <li>• The negative effects associated with the off-site disposal to landfill of solid waste that will be generated by the construction and operation of the proposed scheme.</li> <li>• The adverse effect of contaminant mobilisation.</li> </ul>
<p>Links to Corporate Business Plan – Objective 2:</p> <ul style="list-style-type: none"> <li>• To improve the quality of life of local people by providing a safe, clean, attractive place to live and work and encouraging people to be engaged in developing strong communities that promote health and wellbeing</li> </ul>
<p>Key Controls in Place:</p> <ul style="list-style-type: none"> <li>• Lead officer nominated</li> <li>• Close working relationship with Staffordshire County Council and other District Council's in Staffordshire on the route</li> <li>• Partnership in forums and working groups to maintain influence with major construction leads – Arup</li> </ul>

## STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 1 APRIL 2021

<b>Ref No: 40b</b>	<b>Risk: Failure to deliver Westbridge Park Open Space transformation</b>		
Risk Owner: Head of Development	Cabinet Member: Leisure		
Gross Risk Score (ie without controls)	Likelihood: 4	Impact: 3	Total Score: <b>12 - RED</b>
Residual/Net Risk Score (ie with controls in place)	Likelihood: 2	Impact: 3	Total Score: <b>6 - AMBER</b>

<b>Actions Planned</b>	<b>Timescale/Person Responsible</b>	<b>Progress/Comments</b>
A detailed consultation exercise has been completed on the future play and leisure needs for Stone and a Masterplan for Westbridge Park developed for consideration by the Stone Leisure Strategy Board.	Q2 2020-21 Cultural Services Manager and Planning Obligations Monitoring and Implementation Officer	Completed
Following development of the Masterplan for Westbridge Park detailed designs and a funding strategy to be developed.	Q4 2020-21 to Q2 2021-22 Head of Development/Leisure Projects Manager	Progressing
Detailed mapping of S106 funding availability to support project completed.	Completed Head of Development	Completed and under regular review
Sale of Tilling Drive complete. Capital receipt to be invested in leisure provision in Stone.	Q3 2020-21 Head of Development	Planning Application for Tilling Drive approved. Compensatory playing field provision being progressed.
Procurement of playing pitch strategy	Q2 2019 / Head of Development	Playing pitch strategy completed
Alleyne's School have bid for funds from DoE to re-purpose swimming pool building, using SBC monies to decommission the pool as match funding.	Q3 / Head of Development	Awaiting the outcome of the bid.

As at May 2021

## STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 1 APRIL 2021

**Overall Progress Summary:**

**Sale of Tilling Drive completed. Planning permission granted for Tilling Drive and works on compensatory sporting provision are progressing.**

<b>Ref No: 40b</b> <b>Risk: Failure to deliver Westbridge Park Open Space transformation.</b>
Consequences Of Risk: <ul style="list-style-type: none"> <li>• Reputational damage</li> <li>• Impact on delivery of Health and Wellbeing agenda.</li> <li>• Unable to deliver corporate plan objectives</li> </ul>
Links to Corporate Business Plan – Objective 2: <ul style="list-style-type: none"> <li>• To improve the quality of life of local people by providing a safe, clean, attractive place to live and work and encouraging people to be engaged in developing strong communities that promote health and wellbeing.</li> </ul>
Key Controls in Place: <ul style="list-style-type: none"> <li>• Programme Board in operation which manages financial and legal controls</li> <li>• Project Plan – currently being reviewed.</li> <li>• Professional experts brought in as required (Consultants)</li> <li>• A detailed consultation exercise has been completed on the future play and leisure needs for Stone and a Masterplan for Westbridge Park developed. Work on detailed designs and funding strategy to commence.</li> </ul>

As at May 2021

**ITEM NO 4(a)(iv)****ITEM NO 4(a)(iv)**

<b>Contact Officer:</b>	<b>Mr I Curran</b>
<b>Telephone No:</b>	<b>01785 619220</b>
<b>Ward Interest:</b>	<b>Nil</b>
<b>Report Track:</b>	<b>Cabinet 10/06/2021 (Only)</b>
<b>Key Decision:</b>	<b>No</b>

**SUBMISSION BY COUNCILLOR R M SMITH  
RESOURCES PORTFOLIO**

**CABINET****10 JUNE 2021****Use of Drones on Council Land****1 Purpose of Report**

- 1.1 To consider the adoption of a policy regulating the use of drones/Unmanned Aerial Vehicles on Council owned land.

**2 Proposal of Cabinet Member**

- 2.1 That Cabinet adopt the Drone Policy attached as the **APPENDIX** to the report;
- 2.2 That Cabinet delegates authority to all Heads of Service to consider and approve any requests made in accordance with the Drone Policy.

**3 Key Issues and Reasons for Recommendation**

- 3.1 The Council is aware that a number of local authorities have adopted policies regarding the use of their land for the flying of drones. The Council does not currently have a formal policy. The adoption of a policy would enable requests by drone pilots to be dealt with consistently and transparently.

**4 Relationship to Corporate Business Objectives**

- 4.1 Corporate Business Objective 2: a policy on the use of drones would contribute to ensuring residents can enjoy parks and public spaces safely and peacefully.

<b>5 Report Detail</b>
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- 5.1 To date, the Council has only received a very small number of requests from drone pilots wishing to fly from, or over, Council land. However, there is potential for the number of requests to increase and it is therefore considered prudent for the Council to consider how it would wish to regulate drone use over land within its control.
- 5.2 Some concerns have been raised nationally regarding the adverse effects of drones due to noise nuisance, privacy due to surveillance equipment carried within them and potential danger that could be caused to wildlife, animals and people, particularly when landing.
- 5.3 There may, however, be some occasions when it would be reasonable for the Council to grant permission for the use of drones over its land. The proposed policy accepts that drones can be useful in activities such as land and building survey work, for example.
- 5.4 The proposed policy limits the use of drones other than for professional purposes, and allows each request to be considered on its own merits through consideration of appropriate risk assessments.

<b>6 Implications</b>
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<b>Finance</b>	Nil
<b>Legal</b>	Nil
<b>Human Resources</b>	Nil
<b>Human Rights Act</b>	Nil
<b>Data Protection</b>	Nil
<b>Risk Management</b>	Nil

<b>6.2 Community Impact Assessment Recommendations</b>	<p>The Borough Council considers the effect of its actions on all sections of our community and has addressed all of the following Equality Strands in the production of this report, as appropriate:-</p> <p>Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.</p>
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<b>Previous Consideration - Nil</b>
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<b>Background Papers – Available in Legal Services</b>
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**CABINET**

**10 JUNE 2021**

**Stafford Borough Council's Policy on Drone Usage**

Drones may not be flown from or above council land without permission granted by Stafford Borough Council.

Where permission is given, it will be provided in writing and will only be granted where usage of drone device aids risk reduction in the work place such as working at height, land and building survey work and / or undertaking professional services such as festivals, archaeological survey, events media, etc. Permission will not be granted for recreational purposes.

The reasons for this policy:

- The close proximity of many of our parks and open spaces or other council owned land to neighbouring residential and business properties and the potential risk of causing disturbance, annoyance or harassment to occupants and the users.
- Potential risk of accident, injury to visitors and site users to parks and green spaces or council property as a result of user or drone error.
- Granting permission could leave the council liable for subsequent actions brought about by drone activity when operated from land in the council's ownership
- Potential risk of causing alarm, distress or harassment to the wildlife and biodiversity within the council's parks and green spaces.
- Civil Aviation Authority guidance specifying that drones must not be flown within 50m from people, vehicles and buildings and/or over congested areas.

How to Request Permission

By email to:

Legal Services (who will consult relevant Council departments)

[legalservices@staffordbc.gov.uk](mailto:legalservices@staffordbc.gov.uk)

Provide the following:

1. A description of the purpose of the flight(s)
2. A copy of your public liability insurance (minimum £5 million)
3. A copy of your flight plan including launch and landing points and time of flight planned
4. A copy of the risk assessment



ITEM NO 4(b)(i)

ITEM NO 4(b)(i)

Contact Officer:	Anna Nevin
Telephone No:	01785 619176
Ward Interest:	Nil
Report Track:	Cabinet 10/06/2021 (Only)
Key Decision:	No

**SUBMISSION BY COUNCILLOR J M PERT  
COMMUNITY AND HEALTH PORTFOLIO**

<b>CABINET</b> <b>10 JUNE 2021</b> <b>Glover Street Allocations Policy</b>
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<b>1 Purpose of Report</b>
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- 1.1 To agree an allocations policy for the Council owned Gypsy and Traveller site at Glover Street.

<b>2 Proposal of Cabinet Member</b>
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- 2.1 That the policy as set out in the **APPENDIX** to the report be approved.

<b>3 Key Issues and Reasons for Recommendation</b>
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- 3.1 The Glover Street Gypsy and Traveller site is in the process of being refurbished. There are a number of vacant plots that need to be let and this has to be done in a fair and transparent manner.
- 3.2 The previous Glover Street allocations policy was approved in 2017. Since then, the Councils wider housing allocations policy was adopted (in 2020). The Glover Street allocations policy has been reviewed to ensure consistency between the two policies so all residents of Stafford Borough are treated equally.

<b>4 Relationship to Corporate Business Objectives</b>
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- 4.1 This policy review supports Corporate Business Objective Two; To improve the quality of life of local people by providing a safe, clean, attractive place to live and work and encouraging people to be engaged in developing strong communities that promote health and wellbeing.

<b>5 Report Detail</b>
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- 5.1 The Council owned Glover Street Gypsy and Traveller site is currently undergoing a refurbishment. During the refurbishment and for the period leading up to it, vacant plots have not been relet so that works can be completed without constraints and as few residents as possible are subject to disruption.
- 5.2 When the vacant plots are relet, this has to be carried out in a fair and transparent way that is legally compliant.
- 5.3 In 2019 the Council's Housing Allocation Policy was reviewed which resulted in a new Policy being adopted in 2020. This set out who is eligible for social housing in Stafford Borough, how housing is allocated and the priority that is given to applicants. Clearly the process for allocating social housing is different to allocating pitches, not least because the local authority is the landlord of Glover Street but doesn't own any housing stock. It therefore wasn't appropriate to combine the allocations policies together.
- 5.4 What was needed was a refresh of the Glover Street policy to ensure that the treatment of all residents of Stafford Borough in being allocated either a house or a pitch on a traveller site was consistent and no one group was treated differently. Therefore, the Glover Street policy has been updated to align with the priority banding of the main allocations policy and to be consistent with the approach to local connection.

<b>6</b>	<b>Implications</b>
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<b>6.1</b>	<b>Financial</b>	There are no financial implications
	<b>Legal</b>	Whilst there is no legal requirement for a local authority to have an allocations policy for the provision of Gypsy/Traveller sites within its ownership, it is good practice to have such a policy which mirrors, or largely replicates, its existing allocations policy for social housing. The policy will demonstrate both transparency and fairness and will ensure the Council meets its obligations as a public body under the Human Rights Act and Equality Act legislation.
	<b>Human Resources</b>	Nil
	<b>Human Rights Act</b>	The policy will demonstrate both transparency and fairness and will ensure the Council meets its obligations as a public body under the Human Rights Act and Equality Act legislation.
	<b>Data Protection</b>	Nil
	<b>Risk Management</b>	Nil

<b>6.2</b>	<b>Community Impact Assessment Recommendations</b>	<p>The Borough Council considers the effect of its actions on all sections of our community and has addressed all of the following Equality Strands in the production of this report, as appropriate:-</p> <p>Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.</p>
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<b>Previous Consideration - Nil</b>
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<p><b>Background Papers</b> – Homelessness and Rough Sleeper Strategy 2020-2025 and Allocations Policy Review, Cabinet 16 January 2020</p>
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<p>Glover Street Refurbishment, Confidential Cabinet Report, 30 August 2018</p>
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<p>Proposed Allocations Policy for Glover Street Gypsy and Traveller Site, Cabinet 02 November 2017</p>
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# **Glover Street Gypsy and Traveller Site Allocation Policy**

April 2021

## **1 Policy Aim**

To provide a fair, transparent and accountable method of allocating pitches on the Council owned Gypsy and Traveller sites at Glover Street.

## **2 Key Objectives and Principles**

- Acknowledge that Gypsy and Traveller families are a recognised ethnic group.
- Ensure that a fair and equitable system of allocation of pitches is clearly established and followed.
- Allocate vacant pitches giving priority to those who are in most accommodation need and who have a local connection with Stafford.
- Assist in the maintenance of a cohesive and sustainable site community as part of a wider neighbourhood.
- Ensure that the Council's policies in respect of Equal Opportunities and Customer Care are met.

## **3 Local Context**

Glover Street is the only Council owned Gypsy and Travellers site in the Borough. It provides 9 pitches for permanent occupation each with its own utility block.

## **4 Legal and Regulatory Framework**

This Policy complies with the following legislation and good practice. This is together with any relevant regulations or orders made under that legislation.

- The Gypsy and Traveller Site Management Good Practice Guide 2009 - which sets out suggested good practice for local authority site managers.
- The Mobile Homes Act 1983 - which governs the legal rights and duties of Gypsies and Travellers and local authorities in respect of local authority sites.
- The Housing and Regeneration Act 2008 - which also governs the legal rights and duties of Gypsies and Travellers and local authorities in respect of local authority sites.
- The Housing Act 2004 - which places a duty on local authorities to assess the accommodation needs of Gypsies and Travellers.
- The Human Rights Act 1998 – which prohibits discrimination. In particular, Article 8 which provides that every person has the right to respect for their private and family life, their home and their correspondence.
- The Equality Act 2010 which recognises Romany Gypsies and Irish Travellers as ethnic minorities against whom discrimination is unlawful.

## 5 Policy Detail

### 5.1 Eligibility and Assessment

The Council will maintain a register of people (applicants) who are eligible to apply for a pitch on Glover Street.

People eligible for inclusion on the register must be Gypsies and Travellers consistent with the following definition:

- persons with a cultural tradition of nomadism or of living in a caravan; and
- all other persons of a nomadic habit of life, whatever their race or origin, including:
  - (i) such persons who, on grounds only of their own or their family's or dependant's educational or health needs or old age, have ceased to travel temporarily or permanently; and
  - (ii) members of an organised group of travelling show people or circus people (whether or not travelling together as such).

The following are ineligible for allocation of a pitch on Glover Street and will not be considered for inclusion on the register:

- People who are subject to immigration control.
- People who are not subject to immigration control, but are nevertheless prescribed by regulation as being persons from abroad without habitual residence.

An applicant may be permitted to go on the register if they meet all of the following criteria:

- Are aged 18 or over.
- Have a proven local connection with Stafford, i.e.;
  - (i) Has lived in Stafford for the last two years at the point of application;
  - (ii) Lived in the Borough for at least three out of the last five years;
  - (iii) Is currently subject to a Homeless Duty (in accordance with Part 7 of the Housing Act 1996) and have lived in the Borough for the last six out of 12 months;
  - (iv) Has been employed in the Borough for the last two years;
  - (v) Has a firm offer of permanent employment in the Borough, where failure to move into the Borough would result in that employment not being accepted;
  - (vi) Receives support from close family members who have lived in the Borough for at least three years;

- (vii) Has close family members in the Borough who they need to provide essential care for, or receive essential care from, or
- (viii) Other specific circumstances that the local authority would wish to consider under a local connection criteria.

The Council will consider under exceptional circumstances any application from a gypsy or traveller household that does not meet the continuous period of residence rule as the period may have been broken by periods of travelling. The Council will consider the facts of each case to decide whether circumstances are exceptional and will make its decision in full consideration of the policy intention behind the local connection qualification rule which is that due to there being limited pitch resources available in the district the Council wishes to prioritise offers of a pitch to applicants who have a strong connection to the area based primarily but not exclusively on residence.

- Have a recognised housing need, i.e.;
  - (i) Need to move on medical or welfare grounds, for example households who require a move due to harassment or violence, and/or
  - (ii) need to move to the area where failure to do so would cause hardship to themselves or others, for example to give or receive care.
- Do not own a property or land that could legitimately be used as a primary residence to address their housing need.
- Do not provide false or misleading information on their application.
- They, or any member of their household, do not have a history of persistent and/or serious contravention of site rules during a previous occupation of Glover Street or any other gypsy or traveller site;
- They, or any member of their household, do not have a history of anti-social or unacceptable behaviour which would make them unsuitable to be a resident of the site. Unacceptable behaviour includes (but is not exclusively):
  - (i) Behaviour which resulted in previous court action for possession of a property or pitch, including actions which would have reasonably resulted in possession being granted, on the grounds of illegal or immoral use of that property or previous court action as a result of violent or aggressive behaviour in the local community.
  - (ii) Serious criminal activities which have resulted in a conviction (unless spent) and the applicant (or a member of the household) may still pose a threat to other residents or the community (for example arson, violent crimes or sexually related convictions).
  - (iii) Outstanding debts (which are still legally enforceable) relating to a previous tenancy or pitch agreement, including rent arrears and outstanding recharge or compensation payments.
  - (iv) Previous eviction from a previous tenancy or pitch as a result of rent arrears, property condition or anti-social behaviour.

- (v) Has not previously set up an unauthorised encampment on a Council owned Gypsy and Traveller site.

The Council will consider each case individually based on an assessment of all circumstances including the level of risk, if any, posed to the site, residents, staff and the local neighbourhood by the applicant's previous behaviour or the behaviour of a member of their household. Consideration of previous convictions is subject to the Rehabilitation of Offenders Act 1974 and the requirements therein.

If an applicant is not placed on the register then he/she has a right to re-apply following a period of 12 months from the date of their last application.

In order to be included on the register, all applicants will be required to complete and submit a pitch application form. The Council will support applicants in completing forms if required.

The Council will acknowledge receipt of all applications within 7 days.

The Council will first of all, on receipt of the pitch application form, determine whether a person meets the policy eligibility criteria and, if so, assess the housing need of all those who wish to apply for a pitch at Glover Street.

The assessment of eligibility and housing needs will be completed by staff from the Council. Applicants will be asked to provide proof of identity in the form of a birth certificate, National Insurance number, passport or photo driving licence or other material suitable for this purpose.

The assessment of applications will be undertaken based on individual needs and requirements. This will also include liaison with the lead representative from the local community already resident at Glover Street. The Council will seek to ensure that objective assessments are made based on evidence provided. Where there is a need to undertake further investigation, or verification of information, the application decision will remain undetermined awaiting the outcome of these checks.

Having determined that an applicant is eligible and also qualifies for a pitch the applicant will be placed on the register and allocated a banding. Eligibility and qualification may be re-assessed prior to making an allocation, particularly where a substantial period of time has elapsed since the assessment of the original application. Written confirmation of the banding decision will be sent to the applicant.

## **5.2 Criteria for Banding**

Banding will be assigned according to the applicant and his/her family circumstances as follows:



## 6 Priorities for Allocating Pitches

The Allocation Policy intends to make best use of the pitches available by prioritising them for those in most need, in a fair and transparent way, recognising that demand for pitches often exceeds supply. There are 4 housing need bands, with each band reflecting the level of assessed housing need. Stafford Borough Council does not operate an 'open housing register'. If an applicant is not assessed as having a 'statutory housing need as defined by Housing Act 1996 Part 6 reasonable preference categories they will not be able to qualify for the allocation of a pitch.

**Band A- Very urgent need to move (reasonable preference and are granted additional preference):** These are applicants that are owed a statutory award of *reasonable preference* but whom the Council believes should also be awarded *additional preference* Band A based on their very urgent need to move.

**Band B – Urgent Need to move (reasonable preference):** These are applicants that are owed a statutory award of *reasonable preference* under the policy and have been awarded Band B priority based on their urgent assessed housing need.

**Band C - Housing Need to move (reasonable preference):** These are applicants that are owed a statutory award of *reasonable preference* under the policy and have been awarded Band C priority based on their assessed housing need

**Band D – Lower Housing Need to move (reasonable preference):** These are applicants that are owed a statutory award of *reasonable preference* under the policy and have been awarded Band D priority based on a lower level of assessed housing need

For applicants that are not assessed as having a statutory housing need (Bands A-D) they can still approach the Council to receive advice on their housing options.

The Council also has an on-line housing advice portal that all applicants can access via <https://www.staffordbc.gov.uk/housing>.

**The table setting out bands A-D and a description of the criteria used to award a Band**

**Band A – Very urgent need to move**

<b>Criteria</b>	<b>Description</b>
Main Housing Duty, or likely to be owed the Main Housing Duty under Homeless Legislation	<p>Applicants owed a main housing duty (section 193(2) duty) or the section 193C(4) 'reduced' section 193 duty<sup>1</sup> who are priority need and not intentionally homeless.</p> <p>Applicants who are homeless and are owed the relief duty (section 189B duty) and would be owed, or be likely to be owed, the main housing duty (Section 193(2) duty) if the relief duty were to come to an unsuccessful end because they are, or would be likely to be found to be in priority need and unintentionally homeless.</p>
Medical Emergency	<p>Applicants who have nowhere to live, or have somewhere to live but it is unsuitable for their medical needs and cannot be made suitable through adaptations within a reasonable period of time and the living conditions has such a serious impact on the applicants health that it is life threatening and/or they are unable to carry out daily activities in their accommodation or access facilities such as bathroom, kitchen, inside or outside of their accommodation. See Appendix F for full details on how medical housing need will be assessed.</p> <p>Applicants who have urgent need to move due to them having medical problems or disabilities that are being worsened by their current housing situation which is having a life threatening impact on their health. This includes applicants:</p> <ul style="list-style-type: none"> <li>a) Whose life is at risk due to their current housing conditions or who are housebound, effectively housebound or cannot access the essential facilities in their home and there are critical concerns about their safety, for example through falls due to difficulties with access.</li> <li>b) Whose condition is terminal and rehousing is required to provide a basis for the provision of suitable care</li> <li>c) Whose condition is life threatening and their existing accommodation is a major contributory factor or whose health is so severely affected by the accommodation that it is likely to become life threatening.</li> <li>d) With disabilities, who have restricted mobility and are limited by their accommodation such that they are unable to carry out day-to-day activities or have</li> </ul>

Criteria	Description
	<p>difficulties accessing facilities inside and outside of their accommodation and require rehousing into accommodation suitable for their use.</p> <p>e) In overcrowded accommodation which puts the applicant at risk of infection, for example, where an applicant is suffering from late-stage or advanced HIV infection.</p> <p>Applicants ready to be discharged from hospital who: have somewhere to live but their accommodation is unsuitable due to their medical needs and cannot be made suitable through adaptations because of cost effectiveness or structural difficulties or the property cannot be adapted within a reasonable amount of time.</p>
Harassment	<p>Applicants where there is a threats to life of a member of a household or where the continued occupation of the household would pose a significant threat to the community and an approved risk assessment has been received by the police.</p> <p>For example:</p> <ol style="list-style-type: none"> <li>1. Applicants who are suffering extreme violence or harassment where there is strong police evidence that an urgent move is required to protect the life of an applicant or a member of their household and can demonstrate to the satisfaction of Stafford Borough Council that it is not safe for the applicant (and or their household) to remain in their present home.</li> <li>2. Applicants who need to move immediately due to extreme violence, extreme harassment, or other extreme circumstances deemed to significantly affect a household's welfare and wellbeing.</li> </ol>
Domestic Abuse	<p>Applicants where there is evidence of domestic abuse where the threat means it is imminently not safe for an individual to remain in their present home – verification by senior officers within the police, or other agencies or bodies such as MARAC, as necessary in conjunction with a Council approved risk assessment</p>
Armed Forces	<p>Former, or serving, members of Her Majesty's Regular Armed Forces, or Reserves, who need to move because they are suffering from a serious injury, illness or disability which is attributable (wholly or partially) to their military service;</p> <p>Bereaved spouses or civil partners of members of Her Majesty's Regular Forces who have left or will be leaving services accommodation provided by the Ministry of Defence following the death of their spouse or civil partner and whose death was attributable (wholly or partially) to their military service.</p>

Criteria	Description
Disaster or Emergency	Applicants whose homes are damaged by fire, flood or other disaster and it is not possible to repair the existing home, or if any work to repair is to take such a long period of time that there will be serious disruption to family life.
Care Leavers	<p>A young person, who has been looked after, fostered or accommodated and has a duty of care accepted under the Children's Act 1989 who has been assessed as suitable for independent living with an agreed package of support from relevant support services.</p> <p>Note: Applicants must be a former "Relevant Child" as defined by the Children Leaving Care Act 2002. The evidence to support this award will be provided by Staffordshire County Council's Leaving Care service and will consist of confirmation that:</p> <ul style="list-style-type: none"> <li>a) The care leaver is ready to move to independent settled housing and is genuinely prepared for a move to independent living</li> <li>b) The care leaver possesses the life skills to manage a tenancy including managing a rent account.</li> <li>c) The care leaver has either long term or medium term tenancy support arranged, as required.</li> <li>d) Ongoing support needs have been assessed and, where appropriate, a support plan is in place that meets the requirements of being Tenancy Ready as defined by this Policy.</li> </ul> <p>Note: If an application for housing is made before it has been determined that the individual is ready for independent living, taking into account information from the applicant's support worker and other agencies, the application will not be able to be nominated until the support worker presents the evidence to the Council that the individual is ready to move on and the council agree with that evidence.</p>
Entrenched Rough Sleepers	Applicants who have a history of entrenched rough sleeping and are being considered for immediate accommodation and are engaging with intensive floating support as the only means of being able to access accommodation provision within the Borough.

**Band B - (Urgent) Need to move (reasonable preference)**

<b>Criteria</b>	<b>Description</b>
Acute Overcrowding	Where an applicant household is severely overcrowded defined as being either statutory overcrowded or requiring 2 or more additional bedrooms to reach the bedroom standard. See Appendix G for the definition of statutory overcrowding and bedroom standard.
Under Occupancy	Applicant is under- occupying a property by two or more bedrooms in accordance with statutory bedroom requirements. The bedroom standard, outlined in Appendix 8, will be used to define under-occupancy.
Housing conditions including housing that poses a serious risk to health, safety or welfare	A property that has been assessed by a qualifying officer within the Council as having a serious health and safety hazard and the property is not suitable for occupation for more than a short period of time as a result, which has resulted in the Council taking enforcement action and the property condition, cannot reasonably be rectified by the owner within six months. This may include applicants who do not have access to essential bathing or cooking facilities or access to running hot water or electric or gas.
Demolition or Compulsory Purchase Order	Applicants whose property is subject to a demolition or Compulsory purchase Order for redevelopment.
Supported Accommodation Move On	Applicant is living in supported accommodation, including refuge and the Council has agreed a move on agreement with the housing provider. The applicant must demonstrate that they have the practical skills to sustain long-term independent accommodation and, where appropriate, have a support plan in place.
Foster Carers	Applicants approved as foster or adoptive parents who need to move to facilitate the placement of a child/children.
Releasing an Adapted Property	Transfer applicants residing in social housing that are releasing a property with major adaptations where the adaptations are no longer required and there is an identified housing need for the property. This excludes adaptations that do not alter the physical fabric of the building, for example, stair lifts, temporary ramping, ceiling track, hoists etc.
Homeless Relief	Homeless applicants who are owed the Section 189B Relief Duty for as long as that duty is owed to the applicant, and they would not be owed, or are unlikely to be owed, the main housing duty (Section 193(2) duty).
High Medical Need	Applicants whose current housing situation is having a serious detrimental, but not life threatening, impact on their health so that they require re-housing based on medical grounds. The housing condition must directly contribute to causing serious ill health and the condition of the property cannot be resolved within a reasonable

Criteria	Description
	<p>period of time. The applicant's accommodation is directly contributing to the deterioration of the applicant's health. See Appendix F for full details on how medical housing need will be assessed.</p> <p>The examples of when this will be awarded include:</p> <ul style="list-style-type: none"> <li>a) The applicant's current accommodation to a significant extent directly exacerbates an existing medical condition, is the direct cause of a medical condition or impacts on the ease of use of the facilities within their home for a disabled person.</li> <li>b) Applicants who have mobility issues and it has been assessed need to move to ground floor or level access accommodation</li> <li>c) Applicants who have mobility issues and need to move to accommodation that has level access showering facilities</li> <li>d) Applicants who have a significant physical or mental health condition that is directly affected by their accommodation and where a move to alternative accommodation would help to ease or resolve their condition. Applicants who have a medical need for an additional bedroom (e.g. because they need an overnight carer or need to accommodate a substantial amount of medical equipment)</li> </ul>
Domestic Abuse	Applicants who need to move due to threat of domestic abuse, violence or harassment but are not in immediate danger, as determined by an appropriate approved risk assessment by the referred agency.

## Band C – Housing need to move

Criteria	Description
Overcrowding	Applicants who require one additional bedroom in accordance with statutory bedroom requirements. See Appendix G for the definition of statutory overcrowding and bedroom standard.
Under Occupancy	Applicants who are under occupying their property by one bedroom in accordance with statutory bedroom requirements. The bedroom standard defined in Appendix 8 will be applied to assess under-occupancy.
Homeless Prevention	Applicants who are owed a Section 195 Prevention Duty by Stafford Borough Council for as long as that duty is owed to the applicant.
Armed Forces	<p>Members of the Armed Forces persons who are serving in the regular forces who will be discharged within three months and have served for five years preceding their application as long as this has not been a dishonourable discharge and were previously resident within the Borough for at least six months or have close family that have lived in Stafford for at least three years.</p> <p>This includes those who are leaving the Armed Forces having received their notice of discharge date; or have left in the last five years, having been medically discharged in the last five years; or served the required minimum level of service. This does not include Discharge As Of Right (DAOR).</p>
Sharing Facilities	Applicants, who are sharing facilities, such as a kitchen or bathroom, following an offer of accommodation from the local authority and/ or where the applicant has medical, care or support need that would benefit from self-contained accommodation.
Planned Move from insecure accommodation	<p>Applicants who are living with family and friends whilst looking for alternative accommodation and would otherwise be at threat of homelessness or would be likely to be excluded.</p> <p>Note: Family and friends must agree that it is likely that the applicant can remain at the property for a minimum period of six months whilst they look for alternative accommodation or are waiting to see if they will be able to be nominated to a social housing property under this Policy.</p>
Care and Support	<p>Applicants who need to move to give or receive care and support that is substantial and ongoing.</p> <p>There must be demonstrable evidence accepted by the Council that the household, or an individual/s in that household, provides or receives substantial and on-going support to or from relatives or friends, This will only be</p>

Criteria	Description
	considered where there are significant medical or welfare issues including grounds relating to disability where moving would prevent significant physical or psychological hardship.
Affordability	Applicants whose current accommodation is not affordable for them to sustain. Applicants must engage with the Housing Options Team to complete a detailed budgeting exercise, including addressing priority debts, maximising income and reducing expenditure. Applicants housing cost must exceed one third of their net income <b>and</b> priority outgoings must exceed income following budgeting assistance. The Housing Options Team may refer to an external agency to provide budgeting advice before awarding priority under this banding.
Hardship	Applicants who need to move to a particular locality in the district of the housing authority where failure to do so would cause hardship as they would not be able to take up specialist employment. Priority will only be given in exceptional circumstances and applicants will need to show that they need to move to take up or continue an employment opportunity not available elsewhere. They will only be considered where they do not live within a reasonable commuting distance and will be required to provide confirmation of employment details from the employer
Right To Move	Existing social tenants of accommodation in England who wish to exercise their Right to Move (using the Government's Right to Move regulations) to a social tenancy in Stafford Borough do not have to meet the Local Connection criteria set out in section 2 if they are an applicant who: <ul style="list-style-type: none"> <li>a) Is already either a secure or introductory tenant of a local authority or an assured tenant of a private registered provider; and</li> <li>b) Needs to move to Stafford Borough where failure to meet that need would cause hardship (to themselves or others); and</li> <li>c) Needs to move because they work, or have been offered work, in Stafford Borough. In the case of an offer of work the Council must be satisfied that the Applicant has a genuine intention of taking up the offer of work. A need to move which is associated with work, or the offer of work, which is a short-term or marginal in nature, ancillary to work in another district, or voluntary work will not qualify for exemption under this paragraph.</li> </ul> Applicants under the right to move criteria will be placed in Band C but will be given less priority than other Applicants in Band C who do have a local



Criteria	Description
	Connection to Stafford Borough. Allocation to those Applicants who qualify will be limited to a maximum of 1% of properties allocated each year. The Council considers this to be reasonable, taking into account the particularly high demand that exists from other Applicants who do have a Local Connection with Stafford Borough.
Sheltered Accommodation	Older or disabled applicants assessed as requiring retirement, extra care or sheltered housing.

**Band D – want to move (no reasonable preference)**

Non- Violent Relationship Breakdown	Applicants living separately with their ex-partner following a non-violent relationship breakdown.
Intentionally Homeless	<p>Applicants who have been found intentionally homeless in accordance with Part 7 of the Housing Act (as amended) and not owed a full homeless duty and meet the eligibility and qualification criteria.</p> <p><i>Note to clarify the award where an applicant is found to be homeless but not in priority need or found to be homeless but intentionally homeless by Stafford Borough Council.</i></p> <p><i>This applies where Stafford Borough Council assess that the relief of homelessness duty has come to an end and the applicant is intentionally homeless and owed a section 190(2) duty for being intentionally homeless. This award will only be for the period that the Council is under a section 190(2) intentional homeless duty. This is normally for no more than 1 month, this being the period that an intentionally homeless household is owed a temporary accommodation duty.</i></p>

### **5.3 Allocation of a Pitch**

The Council will maintain a register of eligible applicants for vacant pitches on Glover Street and will allocate a pitch when a vacancy occurs.

If no vacancies are available applicants will be advised of other sites they may make applications to in the Borough and the surrounding area.

If two or more applicants have the same banding then the applicant who has been on the register for the longest period of time at the time of the vacancy occurring will be selected. In the event of the application dates being the same the allocation of a pitch will be at the discretion of the Council in liaison with the lead representative from the local community at Glover Street.

In determining the assignment of a vacant pitch, the Council reserves the right to take into account additional factors such as the support needs of another occupant of the site or the community cohesion of the site when allocating pitches. In order to understand whether there will be any community cohesion issues it may be appropriate to consult with the existing site residents. There must be valid reasons and appropriate evidence if community cohesion is to be a factor in the allocation of pitches.

A decision on the allocation of any vacant pitch will be made by the Council in accordance with this policy.

Applicants being offered a vacant pitch will be contacted by the Council to confirm they wish to accept the pitch and make the necessary arrangements to take up residence on the site. Such an offer will remain open for a period of 28 days. After this period it may be withdrawn and the pitch offered to the next qualifying person on the waiting list.

This policy does not apply to existing residents on the site. At the discretion of the Council applications for a transfer to another pitch may be considered when a vacancy arises.

### **5.4 Applications**

An application can be made in the following ways:

- In person at Stafford Borough Council, Civic Centre, Riverside, Stafford.
- By telephone to the Health and Housing Group on 01785619000.
- Via email at [housingadvice@staffordbc.gov.uk](mailto:housingadvice@staffordbc.gov.uk).
- Information on making an application will also be made available at [www.staffordbc.gov.uk](http://www.staffordbc.gov.uk).

Referrals will also be accepted on behalf of customers from professional bodies and organisations such as a GP, the County Council, the Citizens Advice Bureau and other relevant parties (provided the customer has given their written consent).

An application will usually be registered under the head of the households' name. A joint application can be made where a pitch agreement will be shared by two people. Information on all individuals that are part of the household must be included at the application stage.

Before any offer of a pitch can be made applicants will be required to provide the following:

- 1 proof of identity for each member of the household named on the application (for example; National Insurance number, passport, photo driving licence or birth certificate)
- a written landlord reference or contact details of their last landlord/site manager. Where this is not available, for example where a young applicant is applying for a pitch for the first time, the applicant will be asked to nominate a contact from whom a reference may be obtained.

In all instances it is the applicant's responsibility to ensure that appropriate proof of identity is provided. It is also the responsibility of the applicant to provide any additional supporting evidence that may be required.

References will need to be up-to-date when an offer of a pitch is made. Applicants who have been on the waiting list for more than one year may be required to re-submit references before they can be considered for a vacant pitch.

Applicants may be visited to check that the information in an application is correct and matches declared circumstances.

Applicants have responsibility for ensuring that their contact details are up to date to ensure that the Council is able to contact them quickly if a vacancy occurs.

## **5.5 Right to Review**

All applicants have a right to request a review of any decisions regarding their ineligibility to join the register, the banding provided, the withdrawal of an offer, allocation of pitch or suitability.

Applicants should request a review in writing within 21 days of being notified of the decision although requests can be made verbally if warranted by an applicant's circumstances. The Council will determine the review within 56 days of the request, in line with national guidance. Where a longer time scale is required this will be agreed with the applicant and the reason for the delay explained in full.

Reviews will be carried out by a service manager as delegated by the Council's Chief Executive. The review decision of the Council is final and any challenge of this decision (or to any provisions of this policy) can only be made by way of a judicial review.

The Council also operates a formal Complaints Procedure. Applicants who want to make a complaint or comment about the allocations process can use this procedure. Details are available from the Civic Centre or online ([www.staffordbc.gov.uk](http://www.staffordbc.gov.uk)).