



Civic Centre, Riverside, Stafford
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Dear Members

Cabinet

A meeting of the Cabinet will be held on **Thursday 7 July 2022 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.

A handwritten signature in black ink, appearing to read "I. Curran".

Head of Law and Administration

CABINET - 7 JULY 2022

Chair - Councillor P M M Farrington

AGENDA

- 1 Minutes of 9 June 2022 as circulated and published on 10 June 2022
- 2 Apologies
- 3 Councillors' Question Time (if any)
- 4 Proposals of the Cabinet Members (as follows):-

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(a) **RESOURCES PORTFOLIO**

- (i) Strategic Risk Register 3 - 38

(b) **COMMUNITY PORTFOLIO**

- (i) Community Wellbeing Partnership - Update 39 - 48

Membership

Chair - Councillor P M M Farrington

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

ITEM NO 4(a)(i)

ITEM NO 4(a)(i)

Contact Officer:	Stephen Baddeley
Telephone No:	01543 464415
Ward Interest:	Nil
Report Track:	Cabinet 07/07/2022 Audit and Accounts 26/07/2022
Key Decision:	No

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

**CABINET
7 JULY 2022
Strategic Risk Register**

1 Purpose of Report

- 1.1 To set out details of the Council's Strategic Risk Register as at 1 April 2022

2 Proposal of Cabinet Member

- 2.1 That Cabinet approves the draft Strategic Risk Register and considers the progress made in the identification and management of the strategic risks.

3 Key Issues and Reasons for Recommendation

- 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:-

Risk Status	Number of Risks 30 September 202	Number of Risks 1 April 2022
Red (High)	3	3
Amber (Medium)	6	5
Green (Low)	0	0
TOTAL	9	8

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 The risk register has been updated as at 1 April 2022 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 As part of this review -

- One Risk has been deleted - C3 *“The failure to manage the changes to town centres as a result of changes arising from the local and national restrictions”*. This is due to the fact that the Covid restrictions have now all been removed and the risk is no longer relevant.
- One risk C1 - *“The funding available to the Council from central Government resulting from changes to Business Rates, New Homes Bonus etc. will not be known until the autumn at the earliest. This together with increases in inflation and interest rates makes accurate budget planning difficult, resulting in a risk of over commitment of financial resources or inappropriate use of reserves”* has had the risk score reduced from 20 (Red) to 12 (Red) to reflect reduction in the financial uncertainties faced.
- Risk C1 has been amended to better describe the risk. This has changed from *“The Council’s financial stability is adversely affected in the short and medium term”* to *“The funding available to the Council from central Government resulting from changes to Business Rates, New Homes Bonus etc. will not be known until the autumn at the earliest. This together with increases in inflation and interest rates makes accurate budget planning difficult, resulting in a risk of over commitment of financial resources or inappropriate use of reserves.*
- Risk C4 has been reworded slightly to expand the focus of risk and remove a specific reference to Covid-19. The risk was *“Failure to work in partnership to sustain support to vulnerable residents post Covid-19”* and is now *“Failure to work in partnership to sustain support to vulnerable residents”*
- Risk C6 has been reworded to remove specific reference to Covid-19 and to widen the risk to focus on delivery of the Council’s objectives. The risk was *“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 is now *“Reduced Organisational*

resilience may lead to reduced resources to support Council's service delivery and transformation in the aftermath of the pandemic".

5.8 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.

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

6.2	Community Impact Assessment Recommendations	<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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Previous Consideration - Nil

Background Papers - File available in Internal Audit and Risk Section
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**Stafford Borough Council
Summary of the Strategic Risk Register as at 1 April 2022**

Risk No.	Risk Description	Risk Impact / Consequences	Risk Date	Gross Risk Score	Residual (Net) Risk Score	Residual (Net) Risk Score	Direction of Travel
RED RISKS					Sept 2021	April 2022	
C1	The funding available to the Council from central Government resulting from changes to Business Rates, New Homes Bonus etc. will not be known until the autumn at the earliest. This together with increases in inflation and interest rates makes accurate budget planning difficult, resulting in a risk of over commitment of financial resources or inappropriate use of reserves.	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	12 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;	May 2020	15 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
		unemployment; and, adverse impacts on town centres and the wider visitor economy					
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	↔
AMBER RISKS							
C4	Failure to work in partnership to sustain support to vulnerable residents.	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 may lead to reduced resources to support Council's service delivery and transformation in the aftermath of the pandemic	This could result in projects being delayed or not delivered. There is also a risk to employees' health & wellbeing.	May 2020	20 RED	9 AMBER	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

Risk No.	Risk Description	Risk Impact / Consequences	Risk Date
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

↓	Risk has decreased	↔	Risk level unchanged	↑	Risk has increased
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STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 1 APRIL 2022

Ref No: C1	Risk: The funding available to the Council from central Government resulting from changes to Business Rates, New Homes Bonus etc. will not be known until the autumn at the earliest. This together with increases in inflation and interest rates makes accurate budget planning difficult, resulting in a risk of over commitment of financial resources or inappropriate use of reserves.
Risk Owner: Head of Finance	Cabinet Member: Cllr Smith

Gross Risk Score (i.e. without controls)	Likelihood: 4	Impact: 5	Total Score: 20 - RED
Residual/Net Risk Score (i.e. with controls in place)	Likelihood: 4	Impact: 3	Total Score 12 - RED

Overall Progress Summary:

The medium-term financial stability of the Council is dependent upon its ability to set a 2023-24 budget that does not draw upon reserves, and the impact of changes arising from the future funding regime for local government. Details in relation to the implementation of 50% Business Rates Retention and Fair Funding and Business Rates Reset are still awaited.

The funding available to the Council from central Government resulting from changes to Business Rates, New Homes Bonus etc. will not be known until the autumn at the earliest. This together with increases in inflation and interest rates makes accurate budget planning difficult, resulting in a risk of over commitment of financial resources or inappropriate use of reserves.

A consultation document in relation to the Future of New Homes Bonus was published in February 2021 (a response from the Council was submitted in advance of the closing date). The Council is awaiting details of the financial Settlement for 2023-24, including New Homes Bonus, to be provided by Central Government, likely in the Autumn.

It is therefore clear that the Government's plans for reviews of Business Rates, New Homes Bonus and Fair Funding have a potentially significant impact on the Budget and Medium Term Financial Strategy (MTFS); and currently there is little information as to outcomes. This uncertainty creates financial risk for the Council. This could result in savings being delivered, in anticipation of a poor Settlement, that are not required; or conversely, sub-optimal decisions taken in haste to balance the Budget if the Settlement is worse than expected.

In addition to Government policy, there are additional risks related to inflation and interest rates, both of which have risen since the last financial plan, with predictions they will be more persistent than previously thought by economists. The Council's ability to increase its

STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 1 APRIL 2022

income in line with rising expenditure is restricted, even if it is willing to do so. Therefore this places a further potential burden on the Budget and MTFS.

A paper on Good Financial Management was agreed in March, to reinforce budgetary control. A paper on Financial Planning 2022-26 has been discussed informally with Cabinet, designed to start implementing measures required to set a balanced 2023-24 Budget.

Actions Planned	Timescale/ Person Responsible	Progress/Comments
Update Financial Plan in relation to the deferral of 50% Business Rates Retention and Fair Funding by a year	Head of Finance	Reflected in Financial Plan reported to Cabinet and Council. 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 planning paper 2022-26 to be considered internally in June 2022. Updated high-level Financial Plan 2023-26 to be drafted for Cabinet in September 2022.
Lobby Ministry of Housing, Communities and Local Government (MHCLG) via MP/ District Councils Network (DCN) and Local Government Association (LGA) re financial impact of proposals on SBC	Chief Executive / Head of Finance and Leader	Ongoing contact with M.P.s, DCN, West Midland Chief Executives, LGA and directly with ministers.

STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 1 APRIL 2022

Actions Planned	Timescale/ Person Responsible	Progress/Comments
Determine feasibility of extending Business Rates Pool into 2023-24 Liaise with Staffordshire & Stoke-on-Trent Business Rate Pool Members re options to maintain viable pool for 2023-24 Include Pool proposals in Financial Plan 2023-26	Head of Finance	Pool Established for 2022-23. Future Pooling is dependent on Government proposals in its review of Business Rates.
Determine impact of Government proposals for key funding regime changes for 2022/23	Head of Finance	Completed
Draft a plan for budget savings to ensure that resources are aligned to the Council's priorities and are operating as efficiently as they can be	Chief Executive / Head of Finance	To be implemented in 2022-23 to form part of 2023-24 Budget Process

Ref No: C1

Risk: The funding available to the Council from central Government resulting from changes to Business Rates, New Homes Bonus etc. will not be known until the autumn at the earliest. This together with increases in inflation and interest rates makes accurate budget planning difficult, resulting in a risk of over commitment of financial resources or inappropriate use of reserves.

Consequences of Risk:

- Unable to provide desired levels of service
- Short term action necessary to deliver savings that require the suspension or termination of services and priorities
- Diminished reserves that enforce risk aversion and failure to invest

Links to Corporate Business Plan – Objective 4

- 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

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Ref No: C1

Risk: The funding available to the Council from central Government resulting from changes to Business Rates, New Homes Bonus etc. will not be known until the autumn at the earliest. This together with increases in inflation and interest rates makes accurate budget planning difficult, resulting in a risk of over commitment of financial resources or inappropriate use of reserves.

Key Controls in Place:

- Medium term financial plan in place
- Annual Financial Plan and Medium Term Financial Strategy 2022-25 in place
- The Revenue Budget for 2022-23 was approved and financial planning for 2023-26 has begun
- Working Balances maintained, with tentative proposals to increase over the medium term
- Savings plan being undertaken to re-align resources to Corporate Plan
- Corporate Budget Monitoring in place, with approval of the paper on Good Financial Management
- Evaluation of consultations on changes to government funding regimes

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

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

Actions Planned	Timescale/Person Responsible	Progress/Comments
Deliver the opportunities for growth through the new Local Plan process	2022-23 Strategic Planning and Placemaking Manager	The first stage of the new Local Plan was consulted upon in February and March 2020. An updated timetable was published in November 2021 for the Local Plan process, with key elements of the evidence base for the preferred option stage now completed, subject to landowner consideration. The implications of recent and potential on-going Government policy changes for the Plan will be assessed
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	Scheduled works under review to identify potential delays. Emerging issues with supply chain for construction – being kept under review and considered within procurements. Internal and external stakeholders engaged early to minimise delays as programmes progress.

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Actions Planned	Timescale/Person Responsible	Progress/Comments
Future High Street Fund programme to be delivered	2021-2024 Economic Growth and Strategic Projects Manager	Programme governance in place and inception meetings took place April 2021. Ongoing programme monitoring taking place via the Programme Delivery Team and Project Board
Implementation of a discretionary financial support grant scheme (funded by Government) to mitigate the impacts of Covid 19	Until March 2022 Economic Growth and Strategic Projects Manager	The Additional Restrictions Grant allocations paid out in full, completed by March 2022.

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.

Ref No: C2	Risk: The economy of the Borough is adversely impacted limiting our ability to deliver the Economic Growth Strategy for the Borough
Consequences Of Risk:	<ul style="list-style-type: none"> • 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; • Adverse impact on growth in revenue from Business Rates and Council Tax • Failure to maximise the economic benefits associated with HS2 related development • Increase in demand on Housing and Revenues services
Links to Corporate Business Plan – Objective:	<ul style="list-style-type: none"> • 1, 2, 3

STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 1 APRIL 2022

<p>Ref No: C2</p>	<p>Risk: The economy of the Borough is adversely impacted limiting our ability to deliver the Economic Growth Strategy for the Borough</p>
<p>Key Controls in Place:</p>	<ul style="list-style-type: none"> • Project plans and governance arrangements for the Garden Community, Stafford Town Centre Transformation and Stafford Station Gateway projects • SGRIP group well established and key stakeholders are represented in the Economic Recovery work stream • Visitor Economy Strategy being developed by the Staffordshire Destination Management Partnership hosted by Staffordshire County Council • The Economic Growth and Strategic Projects Team has a dedicated Enterprise Growth Manager working directly with the private sector and dedicated Project Managers to implement the major schemes • Homes England are fully appraised of emerging development schemes that will require additional Government funding to attract private investment and tackle viability issues • 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

STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 1 APRIL 2022

Ref No: C4	Risk: Failure to work in partnership to sustain support to vulnerable residents
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: 12 - RED
Residual/Net Risk Score (i.e. with controls in place)	Likelihood: 3	Impact: 3	Total Score: 9 - AMBER

Actions Planned	Timescale/Person Responsible	Progress/Comments
Economic Recovery group meets monthly	Completed 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. Group has fulfilled its purpose

STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 1 APRIL 2022

Actions Planned	Timescale/Person Responsible	Progress/Comments
Community Wellbeing Partnership in place that meets on a bimonthly basis	Ongoing Corporate Partnerships Manager	<p>The partnership has recently received the community safety strategic assessment refresh that includes a number of recommendations for consideration. Work is underway to look at what services are required to support this utilising the Locality Deal Funding allocated to the council from the Staffordshire Commissioner.</p> <p>Locality Deal Funding from the Staffordshire Commissioner extended from 12 months to 3 years commencing April 2022 this will provide sustainability in terms of commissioning.</p>
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	Completed Contracts recommissioned
Multi-agency Vulnerability HUB is in place and meets on a weekly basis.	On-going Community Safety Lead	The HUB receives referrals that relate to a broad range of vulnerabilities that are being experienced by individuals and provides the opportunity for partners to discuss the issues and to identify appropriate support and action.

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Actions Planned	Timescale/Person Responsible	Progress/Comments
Service Level Agreements in place that support six voluntary sector organisations and also two additional schemes in place that provide funding to community groups.	On-going Corporate Business Officer	Service Level Agreements monitored on a quarterly basis. Panels set up and in place for sports grants and the small grants scheme.
Housing Options prepared for increase in demand as evictions restart and support measures to mitigate impact of the pandemic are withdrawn (for example furlough).	September 2020 onwards Health and Housing Manager	Early options support for households who have been identified as being in rent arrears prior to action being taken. Enhanced training of options officers with partner agencies to ensure they are prepared to deal with the changing caseload (for example repossessions). Additional support for Citizens Advice around housing debt and representation at possession proceedings. Staff undertaking mediation training to ensure greatest chance of keeping people in their properties.

STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 1 APRIL 2022

Actions Planned	Timescale/Person Responsible	Progress/Comments
<p>Warmer Homes Stafford (WHS) commissioned service to be prepared for increased demand as economic impact of the pandemic, combined with spiralling costs in the energy market for home heating and as temperatures decline with the onset of winter create additional challenges for vulnerable residents living in cold homes.</p>	<p>Ongoing Health and Housing Manager</p>	<p>WHS delivery partner and fuel poverty charity Beat the Cold are commissioned until 30 June 2022. They have increased their staff numbers to manage the significant upturn in enquiries made to the service and have been central to the distribution of fuel and food vouchers via COVID-19 Winter Heating Support. Procurement underway for the service to continue from 01 July 2022.</p>

Overall Progress Summary:

- Good progress is being made in relation to the community recovery work.
- The Community Wellbeing Partnership and other organisations including parish councils and community groups continue to support vulnerable residents in the borough and services commissioned have been sustained.
- Council webpages continue to be updated and they now encompass a broad range of signposting information for residents under the 'Talk to Us' pages and also information for community groups and parish councils.
- A comprehensive evaluation of activities has been conducted which has informed response activities during the 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 assumed the role of anchor organisation for the borough and are signposted vulnerable residents to local provision, this support will continued until the end of March 2022. Council webpages have been updated and now encompass a broad range of signposting information for residents under the 'Talk to Us' pages and also information for community groups and parish councils.

As at April 22

STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 1 APRIL 2022

- 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; these remain available on line to watch again.
- There is an open invitation to parish councils to ask for support from SBC when they are developing their resources. The Stepping Stones programme supports people in regaining their confidence to exercise at home, increase strength and mobility and independently leave the house to go on a short walk, with encouragement to share and engage with others online and in person. Involvement with parish councils with setting up walks in their local area and published walk guides are being prepared.

Ref No: C4**Risk: Failure to work in partnership to sustain support to vulnerable residents**

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
- 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

Links to Corporate Business Plan – Objective : 1 and 2

- To deliver 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 strong communities that promote health and wellbeing.

STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 1 APRIL 2022

Ref No: C4

Risk: Failure to work in partnership to sustain support to vulnerable residents

Key Controls in Place:

- Community Wellbeing Partnership in place that can escalate any issues to Local Strategic Partnership
- Locality Deal Funding allocation in place for a three year period
- Commissioned services in place to support with mental health and substance misuse, antisocial behaviour and domestic abuse.
- Service level agreements in place with voluntary sector organisations.
- 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;
- Needs assessments in place for health, community safety, homelessness that identify areas of concern in the Borough to enable the targeting of resources
- Multi-agency place based model of support in place in Doxey, Rising Brook and Highfields
- Multi-agency Vulnerability HUB in place
- Parish Council Forum in place
- Continued financial support for businesses in place until March 2022 and ongoing involvement in County-wide redundancy task force
- VCSE organisations such as Rising Brook Baptist Church and Stone Community HUB supporting residents with food parcels and prescriptions.
- Food schemes and food banks in place, foodbank forum meets on a regular basis
- 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

STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 1 APRIL 2022

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

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

Actions Planned	Timescale/Person Responsible	Progress/Comments
All contracts being monitored by appropriate Head of Service/Service Manager.	Monthly/Quarterly Contract meetings take place between Council officers and representatives of major contractors 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 open book process with Freedom Leisure 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	Responses given when requested to Government Departments and network partners Heads of Service Contracts and Procurement Manager	Contact with other Councils that have contracts with SBC contractors

As at April 22

STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 1 APRIL 2022

Actions Planned	Timescale/Person Responsible	Progress/Comments
Lobbying of Department for Levelling Up, Housing and Communities (DLUHC) via Members of Parliament, District Council Network and Local Government Association re financial impact of COVID 19 on SBC	Completed Chief Executive Head of Finance	Information provided regarding the
Ensuring timely applications are submitted for any available Government Grant funding	Completed Heads of Service Head of Finance Service Managers Contracts and Procurement Manager Chief Accountant	<p>A successful application was made by</p> <p>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</p>

As at April 22

STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 1 APRIL 2022

Actions Planned	Timescale/Person Responsible	Progress/Comments
		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 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. Financial support given to Freedom Leisure to assist cashflow in line with Cabinet decision.
Evaluation of Government guidance on Covid 19 on service that can be delivered	Completed Heads of Service Service Managers Contracts and Procurement Manager	Services have been reintroduced as Government restrictions have been lifted. Recovery plans continue to be evaluated, revisited and further developed by Contractors in consultation with the Council as services delivered.

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.

As at April 22

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- 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.

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<p>Ref No: C5</p> <p>Risk: The Council's key contractors remain sustainable and continue to provide value for money</p>
<p>Consequences of Risk:</p> <ul style="list-style-type: none"> • Varying degree of risk dependant on contract • Potential for an individual contract failure resulting in a defined Council service not being delivered • Financial loss • Reputational damage locally and nationally
<p>Links to Corporate Business Plan – Objective 4:</p> <p>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"> • Regular contact with key personnel associated with each contractor • Regular discussion at Leadership Team and Cabinet level • “Open book” financial monitoring introduced on selected contracts • Corporate Budget Monitoring • Contract monitoring • Sharing of information with other authorities who have same contractors

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Ref No: C6	Risk: Reduced Organisational resilience may lead to reduced resources to support Council's service delivery and transformation in the aftermath of the pandemic
Risk Owner: Chief Executive	Cabinet Member: Cllr Smith

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

Actions Planned	Timescale/Person Responsible	Progress/Comments
Monitor the performance and delivery of the Corporate Business Plan	Corporate Business and Partnerships Manager Ongoing	Delivery Plans are being monitored by Leadership Team, Cabinet and the three Scrutiny Committees. In addition there is an organisation business flow in place that is discussed at Leadership Team on a regular basis.
Continue to monitor the impact of Covid through the Recovery Programme	Corporate Business and Partnerships Manager Cabinet	The recovery programme has now been integrated into the refresh of the Corporate Business Plan and progress is reported to the relevant scrutiny committees on a quarterly basis.
Continued monitoring of impact of health and wellbeing of staff both in general and linked to COVID-19 specific illnesses.	Group HR and Payroll Manager – on-going	O This activity remains a priority. n-going absence and well-being reporting via Managers/HR Services
Formulate organisational framework that sets out the future vision and ways of working.	Corporate Business and Partnerships Manager Completed	Covid Future Planning has been formulated which sets out and details the Organisation Visioning Framework. This is accompanied by an organisational SWOT and PESTLE analysis.
Develop joint Hybrid Working policy across shared service arrangements	Chief Executive Deputy Chief Executive	Draft policy agreed by both Leaderships in April 2022. Trial of working arrangements and

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Actions Planned	Timescale/Person Responsible	Progress/Comments
	Head of Human Resources/Corporate Business and Partnerships March 2023	employee worker types to be implemented in line with Accommodation priorities
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

Overall Progress Summary:

The majority of the Council’s workforce continue to work remotely in order to continue to provide effective services although the number of employees returning to the office has increased based on the service delivery effectiveness. Although Government COVID regulation has been withdrawn and employers are encouraged to deal with COVID as another respiratory illness as an employer the local authority continues to provide a working environment that prioritises employee health, safety and welfare. Joint working with CCDC continues in order to finalise formal Hybrid working arrangements for the future together with prioritising the potential financial benefit of the Council’s accommodation asset.

Ref No: C6

Risk: Reduced Organisational resilience may lead to reduced resources to support Council’s service delivery and transformation in the aftermath of the pandemic

Consequences Of Risk:

This could result in the following:-

- Service delivery/Projects impacted by delays, reduced quality of delivery or projects not delivered
- Increased costs due to delays and project inertia
- Customer expectation not met and satisfaction levels with service delivery reduced
- Increased risk to employees’ health, safety and wellbeing due to changes in working arrangements
- Failure to meet health and safety standards could lead to prosecution.
- Failure to embed legacy of efficiency gains from pandemic working practices

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STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 1 APRIL 2022

<p>Ref No: C6</p> <p>Risk: Reduced Organisational resilience may lead to reduced resources to support Council's service delivery and transformation in the aftermath of the pandemic</p>
<p>Links to Corporate Business Plan – Objective 4:</p> <ul style="list-style-type: none"> 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>Key Controls in Place:</p> <ul style="list-style-type: none"> Continuing Sickness Absence and Welfare Monitoring by Managers in line with Council Policies Co-ordinated support and guidance to managers and employees by Human Resources Use of Occupational Health, external Counselling support services and on-line employee assistance programme Regular discussion at Leadership Team & Management meetings. Delivery Plan in place for each of the corporate business objectives. Regular performance reports submitted to scrutiny. Organisation business flow in place, discussed at Leadership Team. Health and Safety controls (including risk assessment) in place in line as required. Organisational Recovery Group – High Level Action/Implementation Plan in place and under regular review Government Guidance as and when published Health and Safety Advice provided through H&S shared service arrangements – inbuilt resilience

STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 1 APRIL 2022

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

Actions Planned	Timescale/Person Responsible	Progress/Comments
Cyber Security Group being created	June 2022 Head of Technology	
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 November 2021. Follow-up check is planned for November 2022.
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.	Head of Technology	Almost all remote connections to the network are now via corporate laptops.
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 2022/23
Require one-time passwords for all email connections.	Systems Manager	Complete
Laptops and servers will use Protective Domain Name Service.	Dec 22 Systems Manager	Complete - for internal laptops In progress - for remote

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STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 1 APRIL 2022

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.

The Technology Infrastructure Team has achieved Cyber Essentials Plus. About Cyber Essentials - NCSC.GOV.UK

Ref No: C7**Risk: Failure to repel or recover from cyber-attack including targeted ransomware, malware and DDoS attacks**

Consequences Of Risk:

- Data, Systems and Applications inaccessible
- Inability to deliver Council services
- Cybercrime/ Fraud/ Ransom demands/ Financial harm
- Reputational damage locally and nationally
- Data Loss and breach of Data Protection Act (DPA)
- Financial Loss

Links to Corporate Business Plan – Objective 4: 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:

- 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.
- Secure configuration – Corporate policies and processes to develop secure baseline builds
- Network Security – Protection and secured perimeter of external security threats and untrusted networks
- Managing user privileges – All users of ICT systems provided with privileges suitable for their role
- User education and awareness – Security policies that describe acceptable and secure use of ICT assets
- Incident management – Incident response and disaster recovery capabilities that address the full range of incidents that can occur
- Malware prevention – Produce policies that directly address the business processes (such as email, web browsing, removable media and personally owned devices)

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STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 1 APRIL 2022

Ref No: C7**Risk: Failure to repel or recover from cyber-attack including targeted ransomware, malware and DDoS attacks**

- 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.
- Removable media controls – Produce removable media policies that control the use of removable media for the import and export of information
- Home and mobile working – Assess the risks to all types of mobile working including remote working and develop appropriate security policies

STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 1 APRIL 2022

Ref No: 38b	Risk: Failure to minimise the impact on the environment from the construction and operation of HS2		
Risk Owner: Head of Operations	Cabinet Member: Environment		
Gross Risk Score (i.e. without controls)	Likelihood: 3	Impact: 5	Total Score: 15 - RED
Residual/Net Risk Score (i.e. with controls in place)	Likelihood: 2	Impact: 5	Total Score 10 - AMBER
Actions Planned	Timescale/Person Responsible		Progress/Comments
Continued participation in HS2a Environmental Health Sub-Group covering Noise, Air Quality and land contamination implications	Attendance at Quarterly meetings Regulatory Services Manager		Have attended and participated in all scheduled meetings
As we receive Section 61 Notices the Council has provided a response and approval	Section 61 notices are received on an on-going basis Regulatory Services Manager		All section 61 notices received have been reviewed and approved following negotiation with the applicant
Overall Progress Summary:			
<p>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.</p> <p>The hybrid bill has received Royal Assent</p> <p>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.</p> <p>Section 61 notices have been received by Officers and reviewed, negotiated and subsequently approved.</p>			

As at April 22

STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 1 APRIL 2022

<p>Ref No: 38b</p> <p>Risk: Failure to minimise the impact on the environment from the construction and operation of HS2</p>
<p>Consequences of Risk:</p> <ul style="list-style-type: none"> • 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. • 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. • 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. • The adverse effect of contaminant mobilisation.
<p>Links to Corporate Business Plan – Objective 2:</p> <ul style="list-style-type: none"> • 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
<p>Key Controls in Place:</p> <ul style="list-style-type: none"> • Lead officer nominated • Close working relationship with Staffordshire County Council and other District Council's in Staffordshire on the route • Partnership in forums and working groups to maintain influence with major construction leads

STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 1 APRIL 2022

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

Actions Planned	Timescale/Person Responsible	Progress/Comments
Following development of the Masterplan for Westbridge Park detailed designs and a funding strategy to be developed for Phase 2 of the Stone Leisure Strategy.	Q4 2020-21 to Q3 2022-23 Head of Development/Leisure Projects Manager	Progressing with main works tendering process ahead of commissioning of contractor and delivery. Tender submissions are required to be submitted by 12.5.22. A separate commission is being progressed on the Wheeled Sports element of the scheme with responses from bidders required by the 31.5.22
Discussions to be had with Alleynes school about support available following their failed bid for Department of Education funding to decommission the swimming pool and alternative use for the space.	Q1-2 / Head of Development & Chief Executive	The Council and the School are in discussion concerning the future use of the former pool building and other facilities.

Overall Progress Summary:

Sale of Tilling Drive completed. Planning permission granted for Tilling Drive and development under construction. Works on compensatory sporting provision are complete and balance of sale receipt now received and forms part of Stone Leisure budget. Conversations are ongoing with Alleynes School.

STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 1 APRIL 2022

<p>Ref No: 40b</p> <p>Risk: Failure to deliver Westbridge Park Open Space transformation.</p>
<p>Consequences Of Risk:</p> <ul style="list-style-type: none"> • Reputational damage • Impact on delivery of Health and Wellbeing agenda. • Unable to deliver corporate plan objectives
<p>Links to Corporate Business Plan – Objective 2:</p> <ul style="list-style-type: none"> • 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.
<p>Key Controls in Place:</p> <ul style="list-style-type: none"> • Programme Board in operation which manages financial and legal controls • Project Plan – currently being reviewed. • Professional experts brought in as required (Consultants) • A detailed consultation exercise has been completed on the future play and leisure needs for Stone and a Masterplan for Westbridge Park developed. Cabinet approved the revised Stone Leisure Strategy in October 2021 with work on the detailed designs now to commence.

ITEM NO 4(b)(i)

ITEM NO 4(b)(i)

Contact Officer:	Victoria Cooper
Telephone No:	01785 619385
Ward Interest:	Nil
Report Track:	Cabinet 07/07/2022 (Only)
Key Decision:	No

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

<p>CABINET 7 JULY 2022 Community Wellbeing Partnership - Update</p>
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1 Purpose of Report

- 1.1 To update members on the work that has been undertaken by the Community Wellbeing Partnership during 2021 - 2022, future opportunities and the responsibilities of the partnership.

2 Proposal of Cabinet Member

- 2.1 That content of the report be noted.

3 Key Issues and Reasons for Recommendation

- 3.1 The Council receives Locality Deal Funding (LDF) from the Staffordshire Commissioner (SC) on an annual basis to support the reduction of crime and anti-social behaviour in the Borough.
- 3.2 There are certain stipulations associated with this funding that the Council must adhere to which are to:
- Work in partnership with statutory responsible authorities.
 - Formulate a partnership plan that is published on the website.
 - Complete and submit a comprehensive evaluation to the SC.
 - Produce a spend plan for the allocated funding.
 - Fully engage and support SPACE activity, taking advice and guidance from Staffordshire Commissioner's office to ensure effective delivery of the programme.
 - Promote Smart Alerts.
 - Contribute to pan Staffordshire ASB Projects.

- 3.3 The allocation of LDF funding to the Council is at risk if there is no evidence of a current partnership plan published on the website and if the evaluation does not meet the SC requirements.
- 3.4 This report provides members with a comprehensive update of activities undertaken during 2021-22 and the allocation of funding for 2022 onwards.

4 Relationship to Corporate Priorities

- 4.1 Community Safety interlinks with all corporate priorities but primarily sits within business objective 2.

5 Report Detail

- 5.1 Safer Communities Partnerships are an important feature of the network of partnerships that help to tackle crime and disorder. The Police Reform and Social Responsibility Act 2011 has created a flexible framework for partnership working. This includes two inter-related duties to co-operate which set out a clear aim for partnership working across partners involved in community safety and criminal justice. The community safety duty specifies that a Police Crime Commissioner and the responsible authorities on a community safety partnership must co-operate and take account of one another's priorities.
- 5.2 There are five 'responsible authorities' that must work together by law to reduce crime in the local authority area and these are the Local Authority; Police; Fire and Rescue; Probation and Clinical Commissioning Groups. These responsible authorities are under a statutory obligation to work together to tackle crime, disorder, and antisocial behaviour; alcohol and substance misuse, reduce reoffending and tackle any other behaviour which has a negative effect on the local environment.
- 5.3 In 2013 the Staffordshire Commissioner implemented his 'Safer, Fairer, United Strategies. The strategy focused on the following priority areas: Early Intervention and prevention; Supporting Victims and Witnesses, Managing Offenders and Public Confidence. Since 2014, the Council has received an annual allocation of Locality Deal Funding from the Staffordshire Commissioner (SC) to support the reduction of crime and anti-social behaviour in the Borough.
- 5.4 Arrangements to appoint a new commissioner were delayed because of the covid pandemic so the funding allocation for 2021-22 was set by the previous incumbent commissioner.
- 5.5 Priority areas for 2021/22 were identified through the evidence detailed in the Community Safety Strategic Assessment that was produced by Staffordshire County Council. The strategic assessment identified the following issues for the Borough in 2021/2022:

- Anti-Social Behaviour (ASB)
- Community Cohesion and Tackling Extremism (combines hate crime)
- Domestic Abuse (DA)
- County Lines
- Modern Slavery/People Trafficking
- Fraud
- Vulnerable persons and Safeguarding (inc mental health)

5.6 It was also recommended that consideration be given to Repeat and Persistent Offending due to the volume of reports and impact that this has on communities and public perception.

5.7 The Community Wellbeing Partnership (CWP) agreed the issues identified in paragraph 5.5 above as priority areas and that it would continue to focus on prevention and early intervention.

5.8 The CWP was allocated a total sum of £72,041.25 by the commissioner and agreed to commission the following projects for 2021-22:

- Re-Solv - Substance Misuse and Mental Health
- Right Stuff Boxing Project - Anti-Social Behaviour (ASB) and Exploitation
- Sanctuary Scheme - Domestic Abuse
- Youth Net - Exploitation, ASB, County Lines
- Harmony and United Staffordshire Against Hate - Hate Crime and ASB Victim Service (funding for this service is top sliced from the funding allocation we receive from the SC)

5.9 As per the requirements of the funding a comprehensive evaluation has been completed and submitted to the SC office in April 2022 and a summary of progress and outcomes achieved is contained below:

Priority: Exploitation and ASB
Commissioned Service: Right Stuff Boxing

National research suggests that no single risk factor or set of risk factors emerge as predictors of future anti-social behaviour but a range of factors interact together and contribute to such patterns of behaviour. Demographic characteristics such as age, race and gender, educational underachievement, poor attendance at school, being excluded from school, socio-economic status, community disadvantage, being abused and witnessing anti-social behaviour within the family are all suggested factors.

Outcomes identified as part of this priority were:

- Young people are identified at an early stage and will be engaged in the prevention programme.
- Reduction in the number of young people drawn into Organised Crime Groups and exploited.

- Reduction in recorded crime and anti-social behaviour as issues will be identified and addressed before they have chance to escalate.
- Improvements in the perception of crime as residents will not be fearful of crime and ASB - measured through the new residents survey

This programme works with the special educational needs or disabilities (SEND) Hub to identify those young people who are at risk of exclusion from school to be engaged in positive diversionary activity, which supports their mental and physical wellbeing. The Right Stuff Boxing Project works to understand the root cause of the behaviours and underlying issues of the young people and provides on-going support to prevent issues occurring in the future. Further support is provided by agencies to those young people identified at risk of criminal exploitation and ASB.

Outcomes achieved:

Over the year the project has worked with young people aged 11-18 years of age from Weston Road Academy, Walton High School, Blessed William Howard, Sir Graham Balfour Academy, Bailey Street Pupil Referral Unit and Walton Special School (Eccleshall). In total 72 young people have been engaged directly and participated in at least an hours intervention per week. Dependant on the needs of the individuals, some of the young people have had opportunity to attend multiple weekly sessions.

There has been a total of:

- 45 young people who have passed their first National Boxing award, which is the preliminary award, in the time frame of the project.
- 30 have gone on to attain their second award the Standard award and
- 20 have attained the third award the Bronze Award.

These awards are utilised as evidence for GCSE PE, Duke of Edinburgh Awards, and the Princes Trust.

- Two Boxing Tutor Courses ran at the Right Stuff Gym in October 2021 and February 2022. In total 10 young people aged 14-17 years old from 5 Stafford secondary schools were chosen to attend these two courses,. All 10 passed and attained the Boxing Tutor qualification. Five of these young people have gone on to assist in the delivery of National Boxing Awards sessions at lunchtime clubs in their respective schools , assisted Right Stuff coaches in one to one mentoring with other students in school or helped deliver boxing sessions at the Right Stuff Gym, gaining valuable volunteering / work experience and life skills.

- Eight young people aged 14-17 years completed a Boxing Tutors course and will now be volunteering to deliver community projects including SPACE 2022 and will help continue to deliver the project after initial funding has finished, which will enable the project to be sustained over a longer period.
- 35 young people who were engaged with the work in schools now attend the Right Stuff gym in their own time. A high proportion attend two to three times per week. Gym sessions are available in the evenings, Saturdays and during the school holidays.

Priority: Domestic Abuse

Commissioned Service: Sanctuary Scheme

Domestic Abuse is recognised as an under-reported issue, with much abuse still remaining hidden. Stafford Borough has seen a significant upward trend in reported Domestic Abuse incidents since May 2014.

Nationally reported increases in Domestic Abuse following the first national lockdown, and wider impact of COVID on society, appear to have been seen in Stafford. From November 2019 to November 2020 there was a significant increase (9%) on the previous 12 months of reported incidents. There have been considerable spikes in reported monthly incidents in both July 2020 and August 2020 – both of which were just above the upper-most range of what is considered normal variation. It is believed that these spikes were due to a couple of factors. The covid lockdown restrictions being lifted enabling victims to be able to report and the re-opening of pubs and clubs.

In 2019-20 there were 1,455 domestic -related incidents reported in Stafford, with the majority being of a violent nature: 34% Violence without injury, 27% Stalking and Harassment, 17% Violence with injury. Victims of Domestic offences are disproportionately victimised repeatedly, compared to victims of other types of crimes.

The Sanctuary Scheme enables us to work in partnership to support victims of domestic and sexual abuse by installing target hardening measures. These measures allow victims of domestic abuse and their families to remain in their own property, supported by family members and feeling confident about their security. The service provides immediate and appropriate responses and support to Domestic Abuse and Sexual Violence.

Outcomes achieved:

- During 2021-22, 35 individuals have been supported by the sanctuary scheme

Priority: Substance misuse and mental health
Commissioned service: Re-solv

Re-Solv are commissioned to provide a preventative/early intervention substance misuse and mental health outreach service. This service offers support to individuals, families, and communities where substance misuse and/or mental health issues are becoming apparent.

Outreach workers engage with communities to help them identify those showing signs of mental ill health and substance misuse. Issues are positively addressed through early signposting. Support, awareness, and education is available to individuals, families and communities affected by substance misuse and mental health. By proactively concentrating on prevention and early intervention, the programme supports the reduction of potential criminal behaviour and anti-social behaviour. This is achieved by empowering communities to help themselves, reducing anti-social behaviour, in particular behaviours associated with substance misuse.

Outcomes achieved:

For the 12 month period from 31 March 2020 Re-solv have directly reached

- 641 Adults in a variety of 51 community sessions with mental health teams, Community group leaders, mental health teams, councillors and pubwatch
- 3183 young people in target hotspot areas have covered topics such as making good decisions, mental health, household products, drugs, emotional wellbeing, smoking/vaping
- Delivered 91 sessions on mental health, substances, emotional wellbeing, self medication
- Recruited an additional 50 community champions*

*Recruitment of volunteers without face to face work and supervision has been harder during this period due to the pandemic- to compensate for this Re-solv have worked with 'organisational' volunteers who have worked in partnership to deliver and spread online and hard copy resources and materials.

Indirect Reach

Face to face delivery has obviously been difficult, and impossible in most cases. Consultation with community members, teachers and professionals indicated that they were keen to have resources they could use and share with others in lieu of face to face sessions and whilst restrictions and social distancing measures were in place. They wanted interactive tools that could be used flexibly. There have also been specific requests from high schools to respond to anxieties and needs of children making the transition from primary school to secondary school. A film has been developed about decision making and dealing with stress particularly around this transition period.

- New online resources that can be used flexibly at a time that suits teachers or community members or other services have been created <https://www.re-solv.org/about-re-solv/locally-funded-projects/stafford-2/>
- Every School in the borough has been sent a range of age appropriate online resources
- 2,500 guides were distributed on social media and gaming for parents with signposting

Priority: Anti-social Behaviour (ASB)

Commissioned Service: Youth Net

In 2019 youth ASB was rising in and around the town centre of Stafford, complaints from visitors and businesses were becoming more frequent with the community trigger also being activated. British Transport Police were also reporting issues and through conversations at the Partnership Hub a picture of exploitation was beginning to build with information from childrens services, Youth Offending Service and Youth Offending Team. In order to address the increase in enforcement action and issues Youth Net were commissioned.

Youth Net provide early and direct intervention with young people to reduce the risk of their involvement in ASB and being criminally or sexually exploited. Through a support network, diversionary activities, signposting, and ongoing support are provided to engage the young people.

The project aims to:

- Improve the safety of the identified cohort and young people in general
- Challenge, reduce or change the risk-taking behaviours
- Divert young people into positive diversionary activities
- Involve the parents/carers in the behaviour change/support
- Reduce the cost of agency time
- Gain knowledge – something to create a more sustainable community offer for young people

Outcomes achieved:

- During 21/22 the total number of young people engaged with through detached outreach work has been 2496, of which:
 - Male - 1586
 - Female - 910
- Intelligence from “the street” has been fed into the Multi Agency Child Exploitation panel. Youth Net has been able to support the panel with many cases.
- Intelligence shared with the police has prevented organised fights taking place
- The project has disrupted ASB and improved the safety of the identified young people

- The number of Community Protection Warnings and Notices issued in relation to young people has continued to be reduced since the start of the project. In the last 12 months the council haven't issued any notices issued in relation to youth ASB in the town centre.
- 212 outreach sessions have been delivered
- Positive diversionary sessions have taken place and included litter picking with PCSO's engagement with SPACE, mentoring sessions, work experience, community events, drug and alcohol awareness workshops and emotional wellbeing sessions

Future Arrangements

- 5.10 The SC has now provided the CWP with confirmation of the arrangement for the funding allocation which will be for a 3-year period instead of 12 months. The funding awarded to Stafford has been confirmed as £69,541 per annum to address the priorities as set out in the 2021 Strategic Assessment.
- 5.11 Additionally, the SC intends to allocate £10,000 to each partnership to support more dynamic, local problem solving of ASB issues in 2022 - 23. These projects are to be identified and agreed through local tasking processes. The first of these meetings will be held in May 2022.
- 5.12 The CWP will be required to provide assurance over our capacity to manage the funding at the beginning of each financial year and to submit a brief evaluation report at the end of each financial year and any underspends cannot be carried forward year on year.
- 5.13 The SC is currently working through plans to provide small grants of up to £5,000 to existing community groups. The projects should address community - identified concerns and will be selected with support of the CWP using data from strategic assessments.
- 5.14 The CWP is exploring intervention and prevention projects for the next 3 years commissioning. Corporate Business and Partnerships will provide an update report once full approval for commissioning has been received.
- 5.15 It should be noted that along with the crime and disorder act and anti-social behaviour crime and policing act, the following government strategies and plans will impact on the work of the CWP going forward:
- Serious Violence Strategy
 - Serious and Organised Crime Strategy
 - Tackling Violence against Women and Girls
 - Beating Crime Plan
 - Domestic Abuse Act
 - Levelling up Agenda (Mission Eleven)

It is anticipated that the following will also impact on the work of the CWP

- The current consultation on improving victims experience of the justice system (the consultation is a significant step towards the 'victims' law')
- Tackling Domestic Abuse plan - (investment from the home office to reduce re-offending and get perpetrators to change their behaviour)

The following funding opportunities have been identified and will have a focus on CWP collaboration with other partnerships:

- Early Intervention Youth Fund
- Safer Streets
- Safety of Women at Night

The police and crime commissioner review recommends that

- A thorough review of Community Safety Partnerships (CSPs) is carried out to improve transparency, and accountability.
- Consideration should be given to introducing a new duty for CSPs to report on local ASB strategy and delivery to PCCs and legislation to set out the CO role in the ASB community trigger process

5.16 Corporate Business and Partnerships has put forward a bid to the CO for the Safer Streets round 4 bid. If successful a full update report will be provided

6 Implications	
6.1 Financial	The allocation of funding to the Council, as responsible authority for community safety, is at risk if there is no evidence of a current partnership plan on the website and if the evaluation does not meet the SC requirements. This year the Strategic Assessment re-fresh was provided free of charge. It is unclear at this time if there will be any additional funding for local authorities to support any additional responsibilities that have come out of recent strategies or proposed future strategies
Legal	The Safer Communities Partnership is a statutory body (under the Crime and Disorder Act 1998 with further regulation being provided by the Police Reform Act 2002 and the Police and Justice Act 2006) required by law to work with Police; Fire and Rescue; Probation and Clinical Commissioning Groups to tackle crime and anti-social behaviour in the Borough. Section 17 of the Crime and Disorder Act 1998 puts a statutory duty on local authorities to tackle crime and disorder as part of their core or 'mainstream' work and requires them to

	consider the impact of their services in reducing crime and disorder.
Human Resources	
Human Rights Act	
Data Protection	
Risk Management	

<p>6.2 Community Impact Assessment Recommendations</p>	<p>The Borough Council considers the effect of its actions on all sections of our community and has addressed all 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> <p>The priority areas have been identified through a robust evidence base. Any services that are being commissioned will be inclusive. The ASB team will work closely with agencies who support individuals, using appropriate referral mechanisms and the Partnership Hub.</p> <p>Safeguarding concerns will be escalated to appropriate personnel. If referrals do not meet thresholds for safeguarding, then a referral will be made to the multi-agency Partnership Hub for discussion and signposting.</p> <p>Powers within the Crime and ASB Act 2014 will be used to tackle ASB and disorder within the borough.</p> <p>Low crime and ASB rates will make the borough more appealing to live, work and visit. Ensure that reductions in crime and anti-social behaviour are communicated effectively.</p>
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Previous Consideration - Nil

Background Papers – File available in Corporate Business and Partnerships