Cabinet

Wednesday, 16 January 2019
10.00 am
Oak Room, County Buildings, Stafford

NB. Members are requested to ensure that their Laptops/Tablets are fully charged before the meeting.

John Tradewell
Director of Corporate Services
8 January 2019

AGENDA

1. Apologies
2. Declarations of Interest in accordance with Standing Order 16
3. Decision notice of the meeting held on 19 December 2018 (Pages 1 - 6)
4. Leader’s Update
   Oral report of the Leader of the Council
5. Minutes of the meeting of the Property Sub-Committee held on 2 January 2019 (Pages 7 - 8)
6. Adult Learning Disability Community Offer 2022 (Pages 9 - 28)
   Deputy Leader and Cabinet Member for Health, Care and Wellbeing
7. Enlargement of The Rawlett School – An AET Academy (Tamworth) (Pages 29 - 40)
   Cabinet Member for Learning and Employability
8. Executive Responses to All Party Member Groups (Pages 41 - 124)
   Leader of the Council
9. Forward Plan of Key Decisions (Pages 125 - 130)
10. Exclusion of the Public
    The Chairman to move:-
“That the public be excluded from the meeting for the following items of business which involve the likely disclosure of exempt information as defined in the paragraphs of Part 1 of Schedule 12A (as amended) of Local Government Act 1972 indicated below”.

PART TWO
(All reports in this section are exempt)

11. **i54 Western Extension Project Update**
   (Pages 131 - 160)
   (Exemption paragraph 3)

   Cabinet Member for Economic Growth

<table>
<thead>
<tr>
<th>Membership</th>
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<tbody>
<tr>
<td>Philip Atkins, OBE (Chairman)</td>
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<td>Mark Winnington</td>
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<td>Alan White</td>
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<td>Mark Deaville</td>
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<td>Gill Heath</td>
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**Note for Members of the Press and Public**

**Filming of Meetings**

The Open (public) section of this meeting may be filmed for live or later broadcasting or other use, and, if you are at the meeting, you may be filmed, and are deemed to have agreed to being filmed and to the use of the recording for broadcast and/or other purposes.

**Recording by Press and Public**

Recording (including by the use of social media) by the Press and Public is permitted from the public seating area provided it does not, in the opinion of the chairman, disrupt the meeting.
DECISION NOTICE

Cabinet meeting - 19 December 2018

Present: Philip Atkins, OBE (Chairman), Mark Deaville, Helen Fisher, Gill Heath, Mike Sutherland, Mark Sutton, Alan White and Philip White.

Cabinet Support Member in attendance – Gill Burnett.

Also in attendance – Ian Lawson (Local Member) and Susan Woodward.

Apologies for absence: Mark Winnington

PART ONE

46. Decision notice of the meeting held on 21 November 2018

Decision – That the notes of the meeting held on 21 November 2018 be approved.

47. Leader's Update

Decision – That the oral report of the Leader of the Council giving an update on a range of issues including the opening of the new Lichfield Library in the former St Mary's Church; the great work being done to deliver the Council's priorities, particularly economic growth; the Local Government Funding Settlement for 2019/20; securing a business rates pilot for the county and Stoke-on-Trent; and the announcement of more Government funding for social care and road maintenance; be noted.

48. Minutes of the meeting of the Property Sub-Committee held on 5 December 2018

Decision – That the minutes of the meeting of the Property Sub-Committee held on 5 December 2018 be received.

49. Enlargement of Manor Hill First School, Stone

"Staffordshire is a growing county, and with this growth comes an increased demand for school places. It is important that we as a county council plan ahead and ensure there are enough school places available, so we can continue to offer good and outstanding school places for children in the county.

With two new housing developments in the catchment area of Manor Hill First School providing 592 homes, we are making sure we plan for the future by increasing the capacity of the school from 100 to 225 places. This expansion will mean we can continue to ensure there are enough school places to cope with this increased demand."
Reasons for the Decision – To consider the proposal to publish a formal statutory proposal to increase the capacity at Manor Hill First, Stone to enable the school to accommodate 125 additional children generated from new housing in the catchment area.

Decision – (a) That the publication of a statutory proposal for the increase in school places at Manor Hill First School, Stone be approved.

(b) That, subject to no opposition/objection to the proposal, the Deputy Chief Executive and Director for Families and Communities be authorised to implement the proposal at the end of the representation period.

50. Staffordshire Moorlands Growth Strategy

“As with all of our districts and boroughs, towns and villages, Staffordshire Moorlands has unique local attributes which contribute to the Staffordshire’s economic growth and residents’ wellbeing and this strategy will build on these strengths.

It is renowned for its natural environment which we all can enjoy and is complemented by vibrant town centres which we want to support and enhance through initiatives such as the Mill Quarter regeneration in Leek, transport improvements in Cheadle and new housing in Biddulph.

We also want to build on the entrepreneurial drive in the Moorlands, where 93 per cent of businesses which started four years ago are thriving. Our joint plan includes improved connectivity on road, rail and digitally which are essential to ensure our local economy thrives and prospers.

The future prosperity of the Staffordshire Moorlands and across the county will enhance people’s health and ability to live longer, enjoyable, independent lives.”

Philip Atkins OBE, Leader of the Council

Reasons for the Decision – To consider the Staffordshire Moorlands Growth Strategy, developed jointly by Staffordshire County Council and Staffordshire Moorlands District Council, which outlines the shared ambitions for the district in relation to economic, housing and health developments and also supports the delivery of the County Council’s Connected Staffordshire Strategic Plan 2018-2022.
Decision – (a) That the Joint Growth Strategy developed by Staffordshire County Council and Staffordshire Moorlands District Council be approved.

(b) That the implementation of the Strategy be supported.

51. Newcastle-under-Lyme Growth Strategy

“We have a strong and successful relationship with Newcastle-under-Lyme Borough Council and have already delivered a great deal together over recent years.

The Growth Deal strategy sets out ambitious plans how, with others, especially the Borough’s residents, we will deliver inclusive economic and community growth in priority areas, focusing our resources into a number of key priority activities and initiatives over the next three years; laying the foundations for longer term increased prosperity for the borough.

The New Keele Deal has already achieved so much, bringing together a range of organisations to increase skills, business investment and community health. We also continue our work with the borough council to regenerate Newcastle town centre, from Castle House to the bus station improvements. We look forward to seeing plans at the urban centres of Kidsgrove and Knutton develop.

In more recent times our collaborative working can be witnessed at a strategic level in the Constellation Partnership and at an operational level it has delivered the new Castle House, a one-stop place for public services. Together we will ensure the borough gets the most out of HS2 and aim to retain graduates from the university and college so everyone can make the most out of these new opportunities and their skills can benefit the whole local area.”

Philip Atkins OBE, Leader of the Council

Reasons for the Decision – To consider the Newcastle-under-Lyme Growth Strategy, developed jointly by Staffordshire County Council and Newcastle-under-Lyme Borough Council, which outlines the shared ambitions for the Borough in relation to economic, housing and health developments and also supports the County Council’s Connected Staffordshire Strategic Plan 2018-2022.

Decision – (a) That the Newcastle-under-Lyme Growth Strategy be approved.

(b) That the implementation of the Strategy be supported.

52. Decisions taken by Cabinet Members under Delegated Powers
Decision – That the following decisions taken by Cabinet Members under delegated powers be noted:

<table>
<thead>
<tr>
<th>Cabinet Member</th>
<th>Decision</th>
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<tbody>
<tr>
<td>Cabinet Member for Economic Growth</td>
<td>In authorising the sealing of the HS2 Undertakings and Assurances Agreement</td>
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<tr>
<td>Cabinet Member for Learning and Employability</td>
<td>In approving the arrangements for local implementation of the National Joint Council NJC Pay Agreement 2018-2020 on and with effect from 1 April 2019</td>
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53. Forward Plan of Key Decisions

The Forward Plan of Key Decisions for the period 16 January to 15 May 2019, which detailed the following issues, was approved:

<table>
<thead>
<tr>
<th>Subject Matter</th>
<th>Contact</th>
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<tbody>
<tr>
<td>Adult Learning Disability Community Offer 2022</td>
<td>Name: Amy Evans Tel: (01785) 277160</td>
</tr>
<tr>
<td>Enlargement of The Rawlett School – An AET Academy</td>
<td>Name: Andrew Marsden Tel: (01785) 278787</td>
</tr>
<tr>
<td>Report on the First Review of the Staffordshire &amp; Stoke-on-Trent Joint Waste Local Plan (2010 - 2026)</td>
<td>Name: Anthony Hodge Tel: (01785) 277204</td>
</tr>
<tr>
<td>i54 Western Extension Project Update</td>
<td>Name: Anthony Hodge Tel: (01785) 277204</td>
</tr>
<tr>
<td>Treasury Management, Annual Investment and Minimum Revenue Provision Strategies 2019/20</td>
<td>Name: Johirul Alam Tel: (01785) 276011</td>
</tr>
<tr>
<td>Strategic Plan and Medium Term Financial Strategy 2019 - 2024</td>
<td>Name: Rachel Spain Tel: (01785) 854455</td>
</tr>
<tr>
<td>Developing a Workforce for Now and the Future</td>
<td>Name: John Henderson Tel: 0300 111 8000</td>
</tr>
<tr>
<td>Annual Review of Penda Property Partnership Plan and SAMP</td>
<td>Name: Ian Turner Tel: (01785) 277228</td>
</tr>
<tr>
<td>Integrated Performance Report - Quarter 3 2018/19</td>
<td>Name: Robert Flinter, Rob Salmon and Andrew Donaldson Tel: (01785) 277090/ 276354/ 278399</td>
</tr>
<tr>
<td>Countryside Estate Review</td>
<td>Name: Janene Cox Tel: (01785) 278368</td>
</tr>
<tr>
<td>Integrated Performance Report - Quarter 4 2018/19</td>
<td>Name: Robert Flinter, Rob Salmon and Andrew Donaldson Tel: (01785) 277090/ 276354/ 278399</td>
</tr>
</tbody>
</table>
54. Exclusion of the Public

Decision – That the public be excluded from the meeting for the following items of business which involve the likely disclosure of exempt information as defined in the paragraphs of Part 1 of Schedule 12A (as amended) of Local Government Act 1972 indicated below.

PART TWO

55. Sale of Land at Power Station Road, Rugeley
(Exemption paragraph 3)

Reasons for the Decision – To consider the sale of land surplus to the County Council’s requirements at Power Station Road, Rugeley.

Decision – That the recommendations contained in the report be approved.

Philip Atkins OBE
Leader of the County Council
Minutes of the Property Sub-Committee Meeting held on 2 January 2019

Present: Philip Atkins, OBE (Chair)

Mark Deaville
Alan White (Vice-Chairman)

Philip White
Mark Winnington

Also in attendance: Gill Burnett, Gill Heath and Mike Sutherland

PART ONE

110. Declarations of Interest

There were no declarations of interest on this occasion.

111. Minutes of the Meeting held on 5 December 2018

RESOLVED – That the minutes of the meeting held on 5 December 2018 be confirmed and signed by the Chairman.

112. Exclusion of the Public

RESOLVED – That the public be excluded from the meeting for the following items of business which involve the likely disclosure of exempt information as defined in the paragraph of Part 1 of Schedule 12A of the Local Government Act 1972 indicated.

113. Keele Innovation Centre No. 6 - Proposed Delegation of Marketing and Letting Services (exemption paragraph 3)

The Sub-Committee considered proposals to extend the previously authorised Marketing and Letting Services contract with Keele University for Innovation Centre No. 6 (IC6) to include authority to act on behalf of the County Council in executing and completing sub-tenancy agreements. The extended service would be at no extra cost to the Authority.

The current management arrangements of Innovation Centres Nos 1-5 were outlined together with the terms of the extended authority and the anticipated income which IC6 could generate over the next 10 years. Reference was made to the possible need to review the standard tenancy agreement to be applied should individual tenants require more flexible Terms.

RESOLVED - That the Marketing and Letting contract be entered into and extended to permit Keele University to execute and complete sub-letting tenancy agreements on behalf of the County Council on the Terms outlined in the report.

114. Cherry Close, Burntwood - Proposed Lease of Former Youth Services Building and Surrounding Grounds (exemption paragraph 3)
The Sub-Committee considered proposals to lease the former Youth Service building and adjacent car park at Cherry Close Burntwood to Support Staffordshire for community purposes.

It was reported that the adjacent playingfields area was currently occupied on a short term Licence basis with discussions with the occupier proposed with a view to securing a longer term tenancy arrangement.

The extent of the County Councils liabilities towards the whole site was reported along with details of the potential use of the site in the long term.

RESOLVED – That:

(i) approval be given to the lease of the building and car park to Support Staffordshire for a three year period at a peppercorn rental
(ii) the Head of Property be authorised to finalise the Terms of the lease agreement with Support Staffordshire.

Chairman
Cabinet Meeting on Wednesday 16 January 2019

Adult Learning Disability 2022 Community Offer Programme – Day Opportunities for Adults with a Learning Disability and / or Autism

Cllr Alan White, Deputy Leader and Cabinet Member for Health, Care and Wellbeing

“The way we support people in the future needs to be about ability, not disability, about focussing on what people can do and building on these strengths so that they can live full and independent lives for as long as possible.

“Day opportunities services are used by some of our most vulnerable residents. We are committed to ensuring they are given the best chance to be part of their local community. As with our Whole Life Disability offer, we want to engage with as many service users, families and carers as possible, so we can design services that really make a difference to people’s lives, help them achieve the independence they have told us they want, and prevent the need for long-term reliance on care.”

Report Summary:

The purpose of Staffordshire’s Adult Learning Disability Community Offer 2022 Programme is to establish the assessed eligible care and support needs and outcomes of adults with a learning disability and ensure that there are appropriate and sustainable services across the county to meet them. The Programme will also support people to maximise their independence, in line with Staffordshire’s Whole Life Disability Strategy and the Council’s vision for Health & Care.

This paper focuses specifically on Building Based Day Opportunities for Adults with a Learning Disability and/or Autism, including services for people with complex needs provided directly by the Council and services provided by the Independent Marketplace. In addition to Building Based Day Opportunities, people may receive support from a Personal Assistant – this will be considered in an alternative paper.

The outcomes required from the Programme are:

a. To take into account the feedback received from key stakeholders to strengthen and improve opportunities to meet assessed eligible care and support needs and outcomes, ensuring we continue to gather meaningful feedback and engagement;

b. To ensure ‘The Offer’ is fair, transparent, sustainable and proportionate to meet assessed eligible needs (as per the Care Act 2014) – promoting choice and control, but not at any cost;
c. To maintain and strengthen the quality of support, establishing clear contracting mechanisms, with proportionate quality monitoring / assurance;

d. To address the difference in price paid for the provision of services, ensuring a sustainable and fair marketplace;

e. To support people and services to shift from community presence to genuine community inclusion; and

f. To contribute towards the £3.7million savings required for the Medium Term Financial Strategy.

This paper will detail the options considered thus far, and the planned engagement schedule to discuss these and any others with key stakeholders.

**Recommendations**

I recommend that Cabinet:

a) Considers the proposed options for Day Opportunities for Adults with a Learning Disability and/or Autism.

b) Notes the comments and recommendations made by the Healthy Select Committee on 3rd December 2018.

c) Commences proportionate further engagement with key stakeholders.

d) In April 2019 considers the outcome of the engagement and recommendations for the future of Day Opportunities for Adults with a Learning Disability and/or Autism.
Cabinet - Wednesday 16 January 2019

Adult Learning Disability 2022 Community Offer Programme – Day Opportunities for Adults with a Learning Disability and/or Autism

Recommendations

I recommend that:

a) Considers the proposed options for Day Opportunities for Adults with a Learning Disability and/or Autism.

b) Notes the comments and recommendations made by the Healthy Select Committee on 3rd December 2018.

c) Commences proportionate further engagement with key stakeholders.

d) In April 2019 considers the outcome of the engagement and recommendations for the future of Day Opportunities for Adults with a Learning Disability and/or Autism.

Report of the Director of Health and Care

Reasons for Recommendations:

Overview of the Adult Learning Disability Community Offer 2022 Programme

1. The purpose of Staffordshire’s Adult Learning Disability Community Offer 2022 Programme is to establish the assessed eligible care and support needs and outcomes of adults with a learning disability and ensure that there are appropriate and sustainable services across the county to meet them. The Programme will also support people to maximise their independence, in line with Staffordshire’s Whole Life Disability Strategy and the Council’s vision for Health & Care.

2. In July 2018, Cabinet agreed the vision, scope and approach of the Programme.

   a. Scope:
      i. Day opportunities for adults with a learning disability and/or autism;
      ii. Building based respite for adults with a learning disability and/or autism;
      iii. SCC in-house services;
      iv. Carers services.

   b. Approach – an options appraisal informed by:
      i. Understanding the needs and demands of the people in the scope of the programme;
      ii. Understanding the current marketplace/offer;
iii. Engagement and consultation with stakeholders (as appropriate);
iv. Consider all options and engage proportionately (as per legal advice);

3. People predominantly access 4 types of Day Opportunities (with expenditure broken down as per Table 1):

a. Building-based Day Opportunities:
   i. SCC complex needs services;
   ii. Independent marketplace.

b. Personal assistant support - please note this will not be directly considered by the programme, at this time:
   i. Purchased from an agency;
   ii. Directly employed by the citizen.

<table>
<thead>
<tr>
<th>Day Opportunities</th>
<th>Total P/A</th>
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<tr>
<td>Complex Needs</td>
<td>£3.2 mil</td>
</tr>
<tr>
<td>Independent Marketplace</td>
<td>£5.1 mil</td>
</tr>
<tr>
<td>Personal Assistant Support – Agency</td>
<td>£1.3 mil</td>
</tr>
<tr>
<td>Personal Assistant Support – Directly employed</td>
<td>TBC</td>
</tr>
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4. This paper will focus specifically on Building-based Day Opportunities for Adults with a Learning Disability and/or Autism; with Personal assistant support to be considered at a future date.

5. To date the Programme has:
   a. Undertaken engagement with a range of key stakeholders;
   b. Categorised the needs of people in the scope;
   c. Mapped the assets and services in the scope.

6. Common feedback from key stakeholders about the provision of day opportunities included:
   a. Day opportunities enable people to participate in a range of activities independently of their families, they would not be able to do so without support;
   b. Day opportunities act as a critical vehicle for carer relief;
   c. Day opportunities enable the majority of attendees to remain living with their families / in their chosen local communities – failure to provide these opportunities may require attendees to seek alternative accommodation and support (not remaining in the family home);
   d. Day opportunities maintain the health and wellbeing of attendees – failure to receive appropriate care and support within these opportunities may lead to a greater dependency on care and support services;
   e. Day opportunities enable attendees to spend time with their friends / peers and build on their skills and confidence; and
   f. Concern about any potential closure of services in the future.
7. The outcomes required from the Programme are:
   a. To take into account the feedback received from key stakeholders to strengthen and improve opportunities to meet assessed eligible care and support needs and outcomes, ensuring we continue to elicit meaningful feedback and engagement moving forwards;
   b. To ensure ‘The Offer’ is fair, transparent, sustainable and proportionate to meet assessed eligible needs (as per the Care Act 2014) – promoting choice and control, but not at any cost;
   c. Maintain and strengthen the quality of support, establishing clear contracting mechanisms, with proportionate quality monitoring / assurance;
   d. Address the differential in price paid for the provision of services, ensuring a sustainable and fair marketplace;
   e. Support people and services to shift from community presence to genuine community inclusion; and
   f. Contribute towards the £3.7million savings required for the Medium Term Financial Strategy (as per Table 2).

<table>
<thead>
<tr>
<th>Table 2: MTFS savings associated with Community Offer Programme</th>
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<tr>
<td>Current MTFS</td>
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SCC Complex Needs Services

8. SCC currently owns and operates 6 complex needs services (one per district except East Staffordshire and South Staffordshire), as per the 2014 and 2017 Cabinet decisions.

9. 65 Staffordshire residents currently attend these services, predominantly 5 days per week, inclusive of transport. The majority of the attendees have profound multiple learning disabilities, with a small minority displaying ‘behaviours that challenge’. Since inception of the newly designed service there has been a total of 11 new referrals to the service, who remain in attendance at this time. There is some spare capacity - table 3. The current cost to SCC is £3.2million annually.
10. Commissioners have invited attendees and carers to participate in 1:1 meetings. In total, 2 attendees and 39 families (carers) participated. Findings relevant to SCC complex needs services were:

a. Carers praised the high quality of care and support – noting continuity, training and communication as critical to this quality provision;
b. Carers advised whilst they were initially hesitant about the 2014 modernisation programme, the outcome has been the provision of high quality personalised support services (attributed to in part the reduced number of attendees);
c. A number of carers said they like the use of multiple local / community resources in some localities – promoting inclusion and awareness;
d. A number of carers said they were disappointed the number of community-based activities appeared to have decreased in some localities;
e. A number of carers said the transport provision is unreliable and impacting on pick up / drop of times;
f. Carers stated they were fearful of any potential service closure and sceptical about the provision being delivered by the Independent Marketplace.

11. Complex needs services staff echoed the sentiments of carers about the perceived closure of services (based on their service charter specifying short to medium term), alongside concerns about the reliability / state of the transport fleet. They have also have highlighted that a number of the properties (including equipment and aids) are not wholly fit for purpose and will require investment, including significant investment in ICT (as the services are not ‘digital by default’).

12. The independent marketplace has advised that the capacity and accessibility of their own buildings prevent them from being able to support the needs of people with profound multiple learning disabilities and that they would require either
financial investment or alternative accommodation from SCC to provide services for these individuals.

13. Five potential options have been identified so far for the future of SCC complex needs services:

**Option 1: Maintain Status Quo**

a. SCC would continue to own and operate the complex needs services as is, without significant change – providing support to people with complex needs.

b. The advantages associated with this option include:
   
   i. Minimal disruption to current attendees and their carers
   ii. Continuation of quality of care being delivered
   iii. SCC would maintain a position in the marketplace

c. The disadvantages associated with this option include:
   
   i. Assets would require investment – including aids, adaptations and ICT
   ii. Aging workforce – would likely require future recruitment
   iii. Service charter is not fit for purpose and is not fair in terms of wider marketplace

d. This is not a preferred option, as it is unable to achieve the following outcomes:
   
   a. To ensure ‘The Offer’ is fair, transparent, sustainable and proportionate to meet assessed eligible needs (as per the Care Act 2014) – promoting choice and control, but not at any cost;
   
   b. To contribute towards the £3.7million savings required for the Medium Term Financial Strategy.

**Option 2: Increase Capacity**

a. SCC would continue to own and operate complex needs services and increase capacity to maximise use of the buildings.

b. The advantages associated with this option include:
   
   i. Limited disruption to current attendees and their carers
   ii. Continuation of quality of care being delivered
   iii. SCC would maintain and enhance its position in the marketplace

c. The disadvantages associated with this option includes:
   
   i. Assets would require investment – including buildings, aids, adaptations and ICT
   ii. Aging workforce and requirement for additional recruitment may impact on timeliness of deliverability
iii. We would need to consider how this accords with client choice (as per the Care Act 2014)

d. This option is preferred as it is able to achieve the outcomes and could be done along with Option 3.

**Option 3: Redesign and/or explore alternative delivery vehicles**

a. SCC would redesign the current complex needs services and considers alternative delivery vehicles, including but not limited to:

   i. Local Authority Trading Company
   ii. Community Interest Company
   iii. Mutual Co-operative

b. The advantages associated with this option include:

   i. Continuation of quality of care being delivered
   ii. SCC would maintain and enhances its position in the marketplace – promoting competition
   iii. Allows for redesign – promoting sustainability whilst ensuring value for money and equity in the marketplace

c. The disadvantages associated with this option include:

   i. Assets would require investment – including buildings, aids, adaptations and ICT
   ii. Aging workforce and requirement for additional recruitment may impact on timeliness of deliverability
   iii. Redesign and investment may implement on the timeliness of achievement of any savings

d. This option is preferred as it is most likely able to achieve the outcomes and could be done along with Option 2.

**Option 4: Decrease capacity**

a. SCC would continue to own and operate the complex needs service and decrease capacity to current staffing / attendees level.

b. The advantages associated with this option include:

   i. Limited disruption to current attendees and their carers
   ii. Continuation of quality of care being delivered
   iii. SCC would maintain a limited position in the marketplace

c. The disadvantages associated with this option include:

   i. Assets would require investment – including aids, adaptations and ICT
   ii. Aging workforce – would likely require future recruitment
iii. Whilst SCC would maintain a position in the marketplace, this would be limited and unable to respond to any additional needs

d. This is not a preferred option, as it is unable to achieve the following outcomes:

i. To take into account the feedback received from key stakeholders to strengthen and improve opportunities to meet assessed eligible care and support needs and outcomes, ensuring we continue to gather meaningful feedback and engagement;

Option 5: cease provision

a. SCC would cease to directly provide complex needs day services and instead seek the independent marketplace to provide services.

b. The advantages associated with this option include:

i. TUPE may apply, thus promoting continuity of staff
ii. Stimulation of competition in the independent marketplace
iii. Likely achieve a saving in the first instance

c. The disadvantages associated with this option include:

i. Research and practice demonstrates that whilst there may be an initial financial benefit, this may not be sustainable, and consideration would need to be given to the use of current assets (and associated issues) and capacity of the marketplace
ii. SCC would not have a position in the marketplace
iii. Risk of complaint and challenge

d. This is not a preferred option, as it is unable to achieve the following outcomes:

i. To take into account the feedback received from key stakeholders to strengthen and improve opportunities to meet assessed eligible care and support needs and outcomes, ensuring we continue to gather meaningful feedback and engagement.

Independent Marketplace – Building Based Day Opportunities

14. SCC currently supports 403 citizens to attend building-based day opportunities in the independent marketplace (approximately 50 providers). Between September 2017 – September 2018, SCC made 40 new referrals to the independent marketplace for day opportunities (including individuals who changed provider). SCC currently pays £25 - £321 per person / per day to attend these services. The total current cost is £5.1million annually

15. At present, SCC has no contractual arrangements in place with the independent marketplace: people either use a direct payment to purchase services or SCC has an invoice led arrangement only with the provider in question. This means:
a. SCC does not have any mechanism to undertake regular quality monitoring of the services – building-based day services are not required to register with any regulatory inspection body i.e. CQC; and
b. SCC has no mechanism to influence or control price.

16. Commissioners have invited attendees and carers to participate in 1:1 meetings. In total, 2 attendees and 39 families (carers) participated. Findings relevant to independent market place day opportunities were:

a. Attendees and carers typically praised the quality of care and support delivered – alongside the opportunities / activities on offer, including utilising local resources;

b. Attendees and carers stated they were disappointed about the level of meaningful training and employment opportunities accessible at this time;

c. Carers expressed concerns about the potential misappropriation of direct payments and the fact not all parties want to / can manage these arrangements;

d. Carers noted concerns about security of venues and the potential requirement to relocate in future;

e. Carers expressed concerns about the lack of quality monitoring due to the lack of contractual arrangements in operation;

f. Carers expressed concern that:

   i. They were not always aware what is included within the price paid / DP i.e. support times, activities;
   ii. They did not always feel able to raise a problem about the quality of services – for fear of loss of services;
   iii. They did not always know what was available to them – through one consistent source / platform.

17. SCC staff have echoed carer comments in respect of not always being sure what the rates payable for the provision was / included. SCC staff and providers have echoed carers comments in respect of not always knowing the full range of opportunities on offer in their local area. In addition, providers have stated they were concerned about the low level of referrals and queried if this was in part due to not having a consistent platform to promote services.

18. Two potential options have been identified so far for the future of independent marketplace day opportunities:

Option 1: Maintain Status Quo

a. SCC would seek to continue to work with the independent marketplace ‘as is’ with no significant change.

b. The advantages associated with this option include:

   i. Minimal disruption to current attendees and their carers
   ii. Continuation of quality of care being delivered
c. The disadvantages associated with this option include:

i. Inequity of the offer and price differential paid would continue

ii. SCC would remain out of line with Care Act 2014 requirements to meet assessed eligible care and support needs

iii. SCC would continue without the provision of appropriate contracts and would remain unable to monitor quality or negotiate prices

d. This is not a preferred option, as it is unable to achieve the following outcomes:

i. To ensure ‘The Offer’ is fair, transparent, sustainable and proportionate to meet assessed eligible needs (as per the Care Act 2014) – promoting choice and control, but not at any cost;

ii. To maintain and strengthen the quality of support, establishing clear contracting mechanisms, with proportionate quality monitoring / assurance;

iii. To address the difference in price paid for the provision of services, ensuring a sustainable and fair marketplace;

iv. To contribute towards the £3.7million savings required for the Medium Term Financial Strategy.

Option 2: SCC seeks to introduce a range of rates and proportionate contracting

a. SCC would seek to devise and implement a range of specified rates payable to the independent marketplace for the purchase of building-based day opportunities.

i. The specified rate would be to meet assessed eligible care and support needs only, as defined by the assessment;

ii. The specified rate would include: cost of care, cost of staff related training, administration / management costs and property costs;

iii. The cost for transport would be calculated separately and payment by SCC will be only for individual with assessed eligible care and support for the provision of transport;

b. This might be a single rate based on needs, references rates or a base rate that can be built on accordingly – based on a fair and sustainable approach. SCC might wish to consider a reduction in weeks payable - i.e. non-payment for bank holidays or for periods of agreed absence i.e. planned respite.

c. In addition, SCC would implement proportionate contracting mechanisms via an appropriate tender process. Options may include:

i. Block Contracting / Lead Provider – block book a number of day opportunity placements exclusive for SCC citizens

ii. Framework Agreement – a framework for multiple providers with set terms and conditions – with standards ref: quality and price. Closed to new entrants once awarded
iii. Dynamic Purchasing System – live system where Providers express their interest at any time to join the system and subsequent mini competitions to award services

d. The advantages associated with this option include:

   i. Continuation of quality of care
   ii. Delivery of Care Act 2014 2015 compliant support – with clarity of offer and addressing price differentials
   iii. Allows for redesign – promoting sustainability whilst ensuring value for money and equity in the marketplace
   iv. Opportunity to introduce proportionate quality monitoring

e. The disadvantages associated with this option include:

   i. Risk of complaint and challenge
   ii. Risk of provider failure if rates are not properly engaged upon to understand the impact

f. This option is preferred as it is able to achieve the outcomes.

Scrutiny Feedback

19. Day Opportunities for Adults with a Learning Disability and / or Autism were considered by the Health Staffordshire Select Committee on 3rd December 2018, who made the following points, which should feed into the consultation:

   a. There was concern that people in some geographical areas had to travel great distance to access services. It was suggested that consideration is given to including geographical location in the assessment with extra payments for people in those areas with the need to travel longer distances to access services.
   b. Direct Payments encouraged people to access their own provision from the private sector and should be supported.
   c. The Independent Sector were often not monitored for quality, this was a concern and needs to be addressed.
   d. The possibility of providing guidance to service users about providers was discussed and should be explored.
   e. It was felt that the need to consult and deal with issues in public, to ensure transparent decision making was important.
   f. The number of individuals who are working and also in receipt of care was requested.

Further engagement

20. The planned further engagement to gain feedback from key stakeholders about these options and their impact is outlined in Table 4 – these timelines are dependent upon agreement being reached by Cabinet and may be subject to change dependent upon the outcome.
## Table 4: Planned Engagement

<table>
<thead>
<tr>
<th>Date</th>
<th>Audience</th>
<th>Format</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>08.01.2019</td>
<td>All</td>
<td>Email, Mail, Webpages</td>
<td>Advise of approach to Cabinet</td>
</tr>
<tr>
<td>23.01.2019</td>
<td>All</td>
<td>Email, Mail, Webpages</td>
<td>Advise of outcome of Cabinet &amp; invite to appropriate engagement events / advise of feedback mechanisms</td>
</tr>
<tr>
<td>23.01.2019</td>
<td>All</td>
<td>Citizenspace Survey</td>
<td>Launch on-line survey to gather view on options and understand impact</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Closure: 06.03.2019</td>
</tr>
<tr>
<td>January 2019</td>
<td>Complex</td>
<td>Workshop</td>
<td>Consider the options and feedback</td>
</tr>
<tr>
<td>– Date TBC</td>
<td>Needs Staff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>04.02.2019</td>
<td>All</td>
<td>Locality drop-in and surgery session</td>
<td>Gain feedback of options and ask officers questions</td>
</tr>
<tr>
<td>– 15.02.2019</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21.02.2019</td>
<td>All</td>
<td>Phone Surgery</td>
<td>1:1 telephone conversation with Commissioners to discuss options</td>
</tr>
<tr>
<td>– 01.03.2019</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>March 2019</td>
<td></td>
<td></td>
<td>Consider feedback:</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>II. Feedback to participant</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>III. Collate for April 2019 Cabinet paper</td>
</tr>
</tbody>
</table>

## List of Appendices/Background Documents:

- **Community Impact Assessment** – Summary Document
- **Full Community Impact Assessment** – Background Document

**Report Commissioner:** Amy Evans, Commissioning Manager, All Age Disability & Mental Health Commissioning Team

**Telephone No.:** 01785 277160

**E-Mail Address:** amy.evans@staffordshire.gov.uk
Community Impact Assessment – Checklist and Executive Summary

Name of Proposal: ALD 2022 Community Offer – Day Opportunities

Project Sponsor: Andy Sharp, Assistant Director

Project Manager: Amy Evans, Commissioning Manager

Date: January 2019
Final Checklist – Prior to submitting your Community Impact Assessment (CIA), please ensure that the actions on the checklist below have been completed, to reassure yourself/ SLT/ Cabinet that the CIA process has been undertaken appropriately.

<table>
<thead>
<tr>
<th>Checklist</th>
<th>Action Completed (tick)</th>
<th>Comments/Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>The project supports the Council’s Business Plan, priorities and MTFS.</td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>It is clear what the decision is or what decision is being requested.</td>
<td>✔</td>
<td>Officers are presenting the feedback of the Programme thus far, all options considered and requesting permission to engage with a range of key stakeholders to understand the impact, before a return in April 2019.</td>
</tr>
<tr>
<td>For decisions going to Cabinet, the CIA findings are reflected in the</td>
<td>✔</td>
<td>Please see Cabinet Paper</td>
</tr>
<tr>
<td>Cabinet Report and potential impacts are clearly identified and</td>
<td></td>
<td></td>
</tr>
<tr>
<td>mitigated for (where possible).</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The aims, objectives and outcomes of the policy, service or project</td>
<td>✔</td>
<td>As per the Strategic Vision and principles of The Care Act and Whole Life Disability Strategy</td>
</tr>
<tr>
<td>have been clearly identified.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The groups who will be affected by the policy, service or project</td>
<td>✔</td>
<td>Adults with a Learning Disability and / or Autism attending a Building Based Day Opportunity.</td>
</tr>
<tr>
<td>have been clearly identified.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The communities that are likely to be more adversely impacted than</td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>others have been clearly identified.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Engagement / consultation has been undertaken, and is</td>
<td>✔</td>
<td>Request to Cabinet is seeking permission to undertaken further engagement to understand the impact of the options before implementation of new ways of working.</td>
</tr>
<tr>
<td>representative of the residents most likely to be affected.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A range of people with the appropriate knowledge and expertise</td>
<td>✔</td>
<td>Working group established, with appropriate Governance routes.</td>
</tr>
<tr>
<td>have contributed to the CIA.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Appropriate evidence has been provided and used to inform the</td>
<td>✔</td>
<td>Evidence used:</td>
</tr>
<tr>
<td>development and design of the policy, service or project. This</td>
<td></td>
<td>• Geographical Information System</td>
</tr>
<tr>
<td>includes data, research, engagement/consultation, case studies and</td>
<td></td>
<td>• Engagement feedback (from a range of key stakeholders)</td>
</tr>
<tr>
<td>local knowledge.</td>
<td></td>
<td>• Care Director information</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Finance Data</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• SCC Performance Data</td>
</tr>
</tbody>
</table>
The CIA evidences how the Council has considered its statutory duties under the Equality Act 2010 and how it has considered the impacts of any change on people with protected characteristics. Please see relevant Section

The next steps to deliver the project have been identified. Return to Cabinet in April 2019 with engagement outcome to

**Executive Summary** – The Executive Summary is intended to be a collation of the key issues and findings from the CIA and other research undertaken. This should be completed after the CIA and research has been completed. Please structure the summary using the headings on the left that relate to the sections in the CIA template. Where no major impacts have been identified, please state N/A.

<table>
<thead>
<tr>
<th>PSED – What are the impacts on residents with a protected characteristic under the Equality Act 2010? Highlight any concerns that have emerged as a result of the equality analysis on any of the protected groups and how these will be mitigated. It is important that Elected Members are fully aware of the equality duties so that they can make an informed decision and this can be supported with robust evidence.</th>
<th>Which groups will be affected?</th>
<th>Benefits</th>
<th>Risks</th>
<th>Mitigations / Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disability</td>
<td>As per The Care Act: People will receive support to meet their assessed eligible care and support needs. People will be able to express choice and control, but not at any cost. There will be appropriate and proportionate contractual arrangements in operation with Providers. SCC Services will be reviewed to ensure they are sustainable and continue to deliver quality services.</td>
<td>Risk of challenge and complaint. People may be required to transfer to alternative Providers. People may be required to pay a financial top up to access their preferred Provider (as per SCC Choice Policy). SCC staff may be at risk of redundancy (subject to the outcomes) or required to work in other localities.</td>
<td>Continued and proportionate engagement of a range of key stakeholders. Consultation with SCC Legal colleagues to ensure fulfilment of Statutory Duties. Proposals align to Care Act and recently launched Whole Life Disability Strategy (following engagement and consultation). Partnership working with HR colleagues, as required, to ensure appropriate engagement and consultation.</td>
<td></td>
</tr>
<tr>
<td>SCC Staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Health and Care – How will the proposal impact on residents’ health? How will the proposal impact on demand for or access to social care or health services?</th>
<th>Which groups will be affected?</th>
<th>Benefits</th>
<th>Risks</th>
<th>Mitigations / Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Healthy Lifestyles Access to Social Care Independent Living Safeguarding</td>
<td>As per The Care Act, people will receive support to meet their assessed eligible care and support needs, which will positively impact on their health and lifestyle. There will be appropriate and proportionate contractual arrangements in operation with Providers, including Quality Monitoring.</td>
<td>Risk of challenge and complaint. People may be required to transfer to alternative Providers. People may be required to pay a financial top up to access their preferred Provider (as per SCC Choice Policy).</td>
<td>Continued and proportionate engagement of a range of key stakeholders. Consultation with SCC Legal colleagues to ensure fulfilment of Statutory Duties. Proposals align to Care Act and recently launched Whole Life Disability Strategy (following engagement and consultation).</td>
<td></td>
</tr>
</tbody>
</table>

People are not able to remain
| **Economy** – How will the proposal impact on the economy of Staffordshire or impact on the income of Staffordshire’s residents? | Economic Growth Workplace Health & Environments Access to good jobs | SCC will be able to better inform the marketplace of need and demand. SCC will be able to clarify payments rates to meet assessed eligible care and support needs. SCC will be able to implement proportionate contracting arrangements. | Risk of challenge and complaint. Increased risk of Provider Failure if SCC decreases the amount payable. Providers do not have the capacity of required skillset to meet the complexity of needs. | Continued and proportionate engagement of a range of key stakeholders, including directly with the marketplace to consider rates payable (using current rates as a base) |
| Environment – How will the proposal impact on the physical environment of Staffordshire? | Transport | SCC will clarify its position (including amount payable) in relation to transport, as per assessed eligible care and support needs. | Risk of challenge and complaint. | Continued and proportionate engagement of a range of key stakeholders. Proposals align to Care Act and recently launched Whole Life Disability Strategy (following engagement and consultation). Consultation with SCC Legal colleagues to ensure fulfilment of Statutory Duties. Review of SCC Transport Policy / Guidance. |
| **Localities / Communities** – How will the proposal impact on Staffordshire’s communities? | Community Development / Capacity Leisure and Culture Volunteering | SCC can use proportionate contractual arrangements to include: • Development of Community Capacity. • Utilisation of local Leisure opportunities. • Utilisation of volunteers, as appropriate. | The marketplace may not be able to respond sufficiently. Resources and opportunities may not be developed / accessible in all local areas. The current demands being placed on Communities – they | Partnership working with Supporting Communities Programme and People Helping People programmes. Continued and proportionate engagement of a range of key stakeholders. |
| Rural Communities | • Consideration of how best to serve rural communities. | may not be sufficiently equipped or resourced to respond. |
Cabinet Meeting on Wednesday 16 January 2019

Enlargement of The Rawlett School – An AET Academy

Cllr Philip White, Cabinet Member for Learning and Employability said,

“The right foundation of learning and skills is important for our young people to access good jobs and live healthier, happier and independent lives. With the new housing proposed in the north of Tamworth, we need to plan ahead and accommodate the expected rise in demand for secondary school places in this area.”

“The Rawlett School – An AET Academy is rated ‘Good’ by OFSTED, and the governing body are keen to embrace expansion so that future pupils can benefit from the valuable education offered by the school. By putting plans in place now, we can ensure there are enough school places available to cope with increased demand and still offer parents and pupils a choice in the education they receive.”

Report Summary:

The County Council’s vision is for a Connected Staffordshire where everyone has the opportunity to prosper, be healthy and happy. The proposal in this report will help to ensure children have access to good education so that they are well prepared for their adult lives. It will promote independence and responsibility for making positive choices affecting children’s health, happiness and prospects.

Following a positive response to a public consultation, the Cabinet is asked to approve the commencement of the proposal to increase the capacity at The Rawlett School – An AET Academy. As the estimated cost of the proposal is £3,000,000 the Cabinet is asked to approve the utilisation of the allocated Section 106 developer contributions (received and secured) to deliver this proposal. This will enable the school to accommodate the additional children generated from the new housing developments planned and underway in the catchment area of the school.

Recommendations

I recommend that:

a. Cabinet approves the commencement of the proposal to increase capacity at The Rawlett School – An AET Academy.
b. Cabinet approves the utilisation of the allocated Section 106 developer contributions (received and secured) to deliver the proposal to increase capacity at The Rawlett School – An AET Academy.
Cabinet – Wednesday 16 January 2019

Enlargement of The Rawlett School – An AET Academy

Recommendations of the Cabinet Member for Learning and Employability

I recommend that:

a. Cabinet approves the commencement of the proposal to increase capacity at The Rawlett School – An AET Academy.

b. Cabinet approves the utilisation of the allocated Section 106 developer contributions (received and secured) to deliver the proposal to increase capacity at The Rawlett School – An AET Academy.

Report of the Deputy Chief Executive and Director for Families and Communities

Reasons for Recommendations:

1. The County Council’s vision is for a Connected Staffordshire where everyone has the opportunity to prosper, be healthy and happy. Every child deserves a good education and to be “ready for life”, with the drive to want to attain a good job and the skills to do so.

2. The county council has a statutory duty to ensure there are sufficient school places for local children. The county council is committed to achieving excellence in learning and skills by increasing the number of places available in ‘good’ or ‘outstanding’ schools.

3. In response to new housing being built in the catchment area of the Academy, it is proposed to increase capacity at The Rawlett School, which is rated ‘good’ by OFSTED.

4. The Governors and Academy Trust are in full support of the proposal and believe that the valuable education experience gained by current pupils can be offered to more local children with the increased infrastructure proposed.

5. The Academy must follow the DfE’s guidance “Making significant changes to an open academy and closure by mutual agreement (October 2018)” to enlarge The Rawlett School. One of the first steps to making changes to an open Academy is a ‘fair and open’ local consultation with all those that could be affected by the changes proposed.

6. A 5-week “Interested Parties Consultation” has been undertaken, during which any person or organisation was invited to submit comments on the proposal to the
Academy. The consultation elicited positive responses and closed on Friday 16th November 2018.

Background

7. As at November 2018, there were nine housing developments within the catchment of The Rawlett School, of which eight have planning permission and six have commenced building on site. A Local Plan allocated site at Coton House Farm, for 77 dwellings, has yet to come forward. These nine housing developments cumulatively total 2040 dwellings, which could add a total of 306 secondary school aged pupils (Year 7 to Year 11).

8. There are currently a further three planning applications in the school's catchment area under consideration for planning permission, for a total of 163 dwellings.

9. Section 106 Education Contributions have been secured and received from the permitted developments in the catchment area to mitigate the impact of development, to be utilised at The Rawlett School.

10. The scheme agreed with The Rawlett School will increase capacity from 960 places to 1260 places (60 places per year group, Year 7 to Year 11) by providing four additional general classrooms, two ICT-rich rooms, expanded dining facilities, internal remodelling to create an additional science room and to refurbish other existing spaces. There would also be improvements made to the pupil entrance into the school, a link to cycle storage and increased staff parking provision on site.

11. Work on the additional accommodation would be expected to commence in early summer 2019, subject to planning permission, with completion expected summer 2020 ready for the September 2020 Year 7 intake. It is anticipated that some works will take place during school holidays.

12. The proposed project would cost circa £3 million. Given the level of contributions secured and received through Section 106 Agreements there is unlikely to be a requirement for any funding from the Basic Need Capital Allocation for Schools. The project is likely to be fully funded through developer contributions and if required, a contribution from Academies Enterprise Trust.

Interested Parties Consultation

13. The Academy undertook a five-week consultation, which ended on 16 November 2018. A positive and well-attended public meeting was held on 24 October 2018 where the Academy and a county council officer answered practical questions on the details of the project areas; specifically the potential of the new single-storey building to be extended in the future to become two-storey, and the potential for a new access to be provided into the school site from the neighbouring Windmill Close.

14. A neighbour attending the consultation event asked if the proposed single-storey new building (which will provide additional class rooms) can become a two-storey
building in future. The response confirmed that the plans for the proposed single-storey new building does not include footings or foundations capable of achieving a second storey. There are no future growth plans that would require the school to build a second storey onto the proposed single-storey new building.

15. Several neighbours attending the consultation event asked whether the proposal to enlarge the school includes creating a new access into school site from Windmill Close. The response confirmed that the project proposes an improved pupil entrance into the school building to support safe pupil circulation around the school. There are no plans to provide any additional access points onto the school site from any surrounding roads, and the entrance and exit to the school site will continue to be from Comberford Road.

16. A local resident raised a concern about alterations to the entrance pathway, which may lead to pupil congregation outside the school gates. The Academy responded that they are open from 8am and pupils are encouraged to enter the building as soon as they arrive. The Academy will closely monitor this situation and address any concerns that arise in the future.

17. County Council Transport Connectivity and Highways colleagues commented that Comberford Road is an A-road and that parents regularly park outside the school at peak times. They noted also that the county council is consulting on proposals that would end payment for school crossing patrols in 2019; there are currently two patrols at A513 Comberford Road and at Gillway Lane. Whilst the majority of students from the new housing development would be within walking distance of the school, additional school traffic would be expected. Pending the outcome of the consultation, the county council will commission an assessment of the potential impact on the school, with any essential work funded from the Integrated Transport Capital Programme.

18. Safe walking routes and sustainable travel to school will be addressed through the Modeshift STARS (Sustainable Travel Accreditation and Recognition for Schools) Scheme being adopted by the Academy. This scheme attempts to maximise the opportunity for pupils to travel to school by sustainable modes, reducing the potential requirement for car travel and bringing about attendant health benefits. The proposed enlargement of the Academy is to accommodate additional children that will live in new homes built locally and are within walking distance of the school.

19. Wigginton and Hopwas Parish Council wrote in support of the Academy’s expansion, which ensures that local secondary-aged children who will live in the new local housing developments will have the opportunity to attend a ‘good’ local school.

20. There were no further responses received during the consultation period. Attendees at the consultation event and county council colleagues were generally supportive of the proposal and recognised the benefits to existing and future staff and pupils.
Next Steps

21. If approval is given by Cabinet, we would seek planning permission for the enlargement proposal. In line with the DfE’s guidance “Making significant changes to an open academy and closure by mutual agreement (October 2018)”, once planning permission has been granted, the Academy would complete the ‘fast-track’ application form or ‘full business case’ and submit this to the Regional Schools Commissioner for their final decision on the proposal.

List of Background Documents:

Community Impact Assessment – Summary Document

Report Commissioner: Andrew Marsden
Job Title: County Commissioner for Access to Learning
Telephone No.: 01785 278787
E-Mail Address: andrew.marsden@staffordshire.gov.uk
Community Impact Assessment – Checklist and Executive Summary

Name of Proposal: Enlargement of The Rawlett School – An AET Academy

Project Sponsor: Cllr Philip White

Project Manager: Andrew Marsden

Date: November 2018
**Final Checklist** – Prior to submitting your Community Impact Assessment (CIA), please ensure that the actions on the checklist below have been completed, to reassure yourself/ SLT/ Cabinet that the CIA process has been undertaken appropriately.

<table>
<thead>
<tr>
<th>Checklist</th>
<th>Action Completed (tick)</th>
<th>Comments/Actions</th>
</tr>
</thead>
<tbody>
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<td>The project supports the Council’s Business Plan, priorities and MTFS.</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>It is clear what the decision is or what decision is being requested.</td>
<td>Yes</td>
<td></td>
</tr>
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<td>For decisions going to Cabinet, the CIA findings are reflected in the Cabinet Report and <strong>potential impacts are clearly identified and mitigated for</strong> (where possible).</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>The <strong>aims, objectives and outcomes</strong> of the policy, service or project have been clearly identified.</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>The <strong>groups</strong> who will be affected by the policy, service or project have been clearly identified.</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>The <strong>communities</strong> that are likely to be more adversely impacted than others have been clearly identified.</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Engagement / consultation has been undertaken and is representative of the residents most likely to be affected.</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>A range of people with the appropriate knowledge and expertise have contributed to the CIA.</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Appropriate evidence has been provided and used to inform the development and design of the policy, service or project. This includes data, research, engagement/consultation, case studies and local knowledge.</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td><strong>The CIA evidences how the Council has considered its statutory duties under the Equality Act 2010 and how it has considered the impacts of any change on people with protected characteristics.</strong></td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>The next steps to deliver the project have been identified.</td>
<td>Yes</td>
<td></td>
</tr>
</tbody>
</table>
**Executive Summary** – The Executive Summary is intended to be a collation of the *key issues and findings* from the CIA and other research undertaken. This should be completed *after* the CIA and research has been completed. Please structure the summary using the headings on the left that relate to the sections in the CIA template. Where no major impacts have been identified, please state N/A.

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<th>Which groups will be affected?</th>
<th>Benefits</th>
<th>Risks</th>
<th>Mitigations / Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A</td>
<td>Children will be able to walk or cycle to school as there are more additional places at a local school. This will encourage physical activity.</td>
<td>Potentially unsafe walking routes to the next nearest secondary school. Children may need to be provided with free transport by the county council if additional places were not provided.</td>
<td>The proposed expansion project, including construction and alterations to the accommodation, will comply fully with the Equality Act 2010.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Health and Care – How will the proposal impact on residents’ health? How will the proposal impact on demand for or access to social care or health services?</th>
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<th>Risks</th>
<th>Mitigations / Recommendations</th>
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<tbody>
<tr>
<td>Young People (secondary school aged pupils aged 11-16)</td>
<td>Children will be able to walk or cycle to school as there are more additional places at a local school. This will encourage physical activity.</td>
<td>Potentially unsafe walking routes to the next nearest secondary school. Children may need to be provided with free transport by the county council if additional places were not provided.</td>
<td>This proposal is recommended to meet increasing local demand for places.</td>
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<td></td>
<td>A Travel Plan, including “Mode Shift STARS” scheme, would be implemented as part of the project, supporting the school and its pupils to walk, cycle and use other forms of sustainable active travel on the journey to and from school.</td>
</tr>
<tr>
<td>Economy – How will the proposal impact on the economy of Staffordshire or impact on the income of Staffordshire’s residents?</td>
<td>Indirectly - Young People (secondary - school pupils aged 11-16)</td>
<td>Every child deserves a good education. By increasing places at a ‘Good’ school more children would have the opportunity to access the right foundation of learning and skills to enable them to access good jobs in the future.</td>
<td>The Rawlett School – An AET Academy was rated “Good” by OFSTED in March 2017.</td>
<td></td>
</tr>
<tr>
<td>Environment – How will the proposal impact on the physical environment of Staffordshire?</td>
<td>Young People (secondary - school pupils aged 11-16)</td>
<td>Additional school places created for local children.</td>
<td>Project comprises external new build elements, and internal remodelling. Both pose potential for disruption to curriculum delivery. New block and pupil entrance will reconfigure pupil movement around external areas, and the footprint of the school building will increase. Phasing of the project build will be arranged to mitigate as far as practicable and reasonable any disruption to the running of the school, which will be operational during the Construction Phase. All external curriculum and play areas will remain above recommended ESFA guidelines.</td>
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<tr>
<td>Localities / Communities – How will the proposal impact on Staffordshire’s communities?</td>
<td>Young People (secondary - school pupils aged 11-16) And Local community around The Rawlett School</td>
<td>Community cohesion will be increased due to children attending a local school. Increased accommodation at the local school may offer more opportunities for the community subject to governor/ academy trust approval. This proposal supports the county council’s commitment to achieve</td>
<td>This proposal is recommended to meet increasing local demand for places. The Rawlett School – An AET Academy was rated “Good” by OFSTED in March 2017.</td>
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<td>excellence in learning and skills by increasing the number of places available at a 'Good' school.</td>
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Philip Atkins, Leader of the Council said,

“The county council has an ambitious agenda to deliver economic growth and transform public services to help deliver better lives for Staffordshire people. In view of the scale and complexity of our strategy, members have a key role to play in driving forward our thinking.

This includes All Party Member Groups, as a forum to take an overview, help us inform both national and regional bodies by an informed debate on long term issues that affect the communities of Staffordshire.”

Report Summary:

1. All Party Member Groups provide a forum to drive the debate and overview around the long term issues that affect the communities of Staffordshire and how public services, working with the private and voluntary and community sector, can plan for and address these issues.

2. This report asks Cabinet to consider the initial Executive Responses from the portfolio holders with regards to the recommendations from the 4 All Party Member Group investigations, which have identified a number of issues for Cabinet to consider.

Recommendation

I recommend that:

a. Cabinet receives and considers the initial executive responses of portfolio holders to the All Party Member Group recommendations, as attached.
Local Members Interest

Cabinet – Wednesday 16th January 2019

Executive Responses for All Party Member Groups

Recommendations of the Leader of the Council

a. That the Cabinet receives and considers the initial executive responses of portfolio holders to the All Party Member Group recommendations, as attached.

Report of the Director of Strategy, Governance and Change

Reasons for Recommendations:

1. Staffordshire County Council’s elected members play a critical role in shaping policy and reform of public services, the All Party Member Group overview focus is a key part of this.

2. Portfolio holders have initially considered the findings and recommendations of each All Party Member Group and have prepared their responses for further Cabinet consideration (as attached).

3. Pending consideration by Cabinet, the outline action plans can be shaped further, implemented and monitored as necessary on behalf of Cabinet, helping to plan for and address some of the long term issues that affect the communities of Staffordshire.

List of Appendices:

Appendix 1 – Executive response to the final report and recommendations of the External Relationships All Party Member Group

Appendix 1.1 – External Relationships All Party Member Group – Executive response outline action plan

Appendix 1.2 – External Relationships All Party Member Group, initial investigation final report

Appendix 2 – Executive response to the final report and recommendations of the Community All Party Member Group

Appendix 2.1 – Community All Party Member Group – Executive response outline action plan

Appendix 2.2 – Community All Party Member Group, Initial investigation final report

Appendix 3 – Executive response to the final report and recommendations of the Improvement All Party Member Group
Appendix 3.1 - Improvement All Party Member Group – Executive response outline action plan

Appendix 3.2 - Improvement All Party Member Group - Final report

Appendix 4 – Executive response to the final report and recommendations of the Innovation All Party Member Group

Appendix 4.1 – Innovation All Party Member Group – Executive response outline action plan

Appendix 4.2 - Innovation All Party Member Group report

Report Commissioner: Andrew Donaldson
Job Title: Head of Strategy
Telephone No: 01785 278399
Email: andrew.donaldson@staffordshire.gov.uk
Executive Response to the Final Report and Recommendations of the External Relationships All Party Member Group

Recommendations

1. That the Cabinet receives and considers the initial response of Portfolio Holder to the recommendations of the External Relationships All Party Member Group, which has identified a number of issues for Cabinet to consider.

2. That the Cabinet considers the content of the accompanying outline action plan.

3. That, pending Cabinet consideration, the outline action plan and implementation of any recommendations is shaped further, implemented and monitored on behalf of Cabinet, on a six monthly exception basis, until all has been fully implemented as necessary.

Report of Portfolio Holder, Cllr Philip Atkins, Leader of the Council

Summary

What is the Cabinet being asked to do and why?

4. The Cabinet are asked to receive and consider the initial response to the report and recommendations of the External Relationships All Party Member Group (APMG), shape the outline action plan further and to make arrangements to monitor the plan for implementing the recommendations as necessary on behalf of Cabinet. This will make sure that action is taken and delivers the intended outcome.

Report

Background

5. The External Relationships All Party Member Group undertook an overview approach to Brexit. Accepting that Brexit is going ahead the APMG did not seek to rehearse historic arguments. The approach was around how Staffordshire raises its voice and profile in preparing for Brexit and is seen to spark the Brexit debate.

6. The findings and recommendations of the External Relationships APMG investigation was submitted to Cllr. Philip Atkins with a request for their initial response for Cabinet consideration.

7. Attached as an Appendix to this report is a table setting out:

   a. each of the recommendations;
   b. the organisation/lead member or officer;
   c. the action proposed (or already taken) in response to the recommendations; and
d. a suggested deadline for completion.

**Community Impact**

8. The All Party Member Groups were established to support the council’s long term ambitions and putting forward proposals on how public services in Staffordshire could address community issues that arise over the medium to long term, therefore they can have an impact on all communities in Staffordshire and all resident groups.

**Contact Officers**

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Address/e-mail: keith.luscombe@staffordshire.gov.uk

**List of Appendices/Background papers**

- **Appendix 1.1** - Executive Response Outline Action Plan  
- **Appendix 1.2** - External Relationships All Party Member Group Report
### Appendix 1.1 - External Relationships All Party Member Group– Executive Response Action Plan

**Cabinet**  
**16th January 2019**

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Proposed action (or action already taken)</th>
<th>Lead Member/Officer</th>
<th>Deadline</th>
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<tr>
<td><strong>No. 1</strong></td>
<td>Endorse and support the use of research and recommendations report to continue to help raise Staffordshire’s profile and voice within the Brexit debate.</td>
<td>Overview research to inform formal submissions on exiting the European Union to the Local Government Association.</td>
<td>John Henderson / Andrew Donaldson / Cllr. Philip Atkins</td>
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<td></td>
<td>Consider further opportunities to utilise the report to continue to help raise Staffordshire’s profile and voice within the Brexit debate.</td>
<td>John Henderson / Andrew Donaldson / Cllr. Philip Atkins</td>
<td>Ongoing</td>
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Brexit and Staffordshire

External Relationships All Party Member Group, Staffordshire County Council

Initial investigation final report – May 2018
Brexit and Staffordshire

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Foreword from Cllr Philip Atkins, Leader of Staffordshire County Council

Staffordshire is a great place to live, and a great county, because of the way we work together. We have achieved a lot, with a strong local economy that has grown by 20% in the past 5 years, and pre-recession numbers of people in work. We have shown that Staffordshire is open for business, with wraparound support for businesses of all sizes.

Our strategic aim for more and better jobs for Staffordshire people means that our next step is about increased productivity. Some dramatic shifts to our economy, such as automation and digital transformation, are already happening, but Brexit brings more opportunities for Staffordshire.

As we work through how Brexit will look and feel for local areas, we can explore how unnecessary regulation and barriers to markets can be removed. We can reshape business support finance to lead high productivity behaviour rather than subsidise failure, and we can keep the best elements of EU employment law, such as employee protections, while adapting those elements which stand in the way of a stronger economy. The UK government, working with local government, has a chance to set the agenda for economic growth all across the country with its industrial strategy.

This report pulls together the engagement and analysis of our All Party Member Group on External Affairs, considering how Staffordshire can play its part as a key county area, and how Brexit can give us the tools we need to take full advantage of the wider global markets in the next step for economic growth.

We need to seize the opportunity and agree the future direction for Staffordshire and what both national and local government could do to unlock further potential locally, in terms of our economy, our businesses, our communities and our citizens. We all have a role to play in this.

Cllr Philip Atkins, Leader

Staffordshire County Council
Introduction – Moving Forward from the Referendum

When the UK voted for BREXIT many predictions were made both domestically and abroad as to what would be the consequences. As with the referendum, opinion was split and initial movements in the pound and the stock market were over analysed. Only 18 months later stability has returned, levels and volatility has normalised and the debate has moved away from initial fear to both remainers and leavers admitting the consequences are too unknown to predict. However, as with all major geopolitical changes we do face both threats and opportunities.

What happens nationally will affect all parts of the country so the ongoing negotiations are extremely important and a flow of information from the Counties to the government is a key to the success. It is my opinion that the main threat is to the economy and national policy can help ease any uncertainty, now and for the future, to business and each industrial sector must have is voiced heard. One key method to achieve success here is local forums with local higher tier politicians whom can voice concerns and work out best how a joined up policy can work for the country. We can sum this up in the phrase “localism”. Our systems of government will have to adapt to whatever the outcome of our exit from the EU and devolution to local government will play a key part of our country going forward.

Staffordshire has for many years been setting a gold standard for being a low tax high employment county supporting residents, businesses and charities to the area and this must continue. Staffordshire is also ready for further growth and expansion for new sectors and industries. Being a mostly rural County we have many opportunities to welcome new sectors to the County and can offer networks of support to locate here, skilled people to employ and excellent transport networks to access all major cities.

The report we have produced can be used by your organisation to promote Staffordshire and via local County Councillors and officer support, can work in partnership to ensure BREXIT works for the country and more importantly for the Counties. Whether you are already based in Staffordshire or looking for relocation localism and communication to central government will give certainty and stability. In Staffordshire we have a track record of success we can again offer.

Cllr Alastair Little, Chair

*External Affairs All Party Member Group, Staffordshire County Council*
Summary and Staffordshire Solutions

1. Around half of EU/Irish passport holders employed in Staffordshire work in low-skilled occupations, and are proportionately more at risk of losing jobs to automation. However, at a large scale, there are no industries or professions/occupations in the county which appear to be particularly reliant on EU labour – and certainly none which employ the same proportion of EU passport holders as they do at a national level.

2. EU funding is focussed on areas where the UK government is relatively inactive and, when all spending is increasingly tight, these funds can be vital in reducing disadvantage. In particular, a large focus of ESI funding in Staffordshire is on increasing productivity through skills investment, a crucial way of growing the local economy.

3. The wider economy will greatly affect public services as a broad church, and thus much attention can be focused on industrial strategy and economic growth efforts.

Draft recommendation points from Industry piece:

4. Develop greater export capability and market penetration outside of EU markets, via a taskforce within local business networks to realise the global opportunity post Brexit.

5. Identify sources of affordable capital to allow Staffordshire’s businesses of all sizes to be able to borrow to invest in their businesses to replace current EU consumption, where possible.

6. Develop a suite of metrics to monitor Staffordshire businesses global trading health, including GVA, exchange rates, etc.

7. Brexit trade talks should include a recognition of the existence and impact of non-trade barriers, with an effective way of challenging these and removing them in favour of global standardisation.

8. Trade talks should include a recognition of the existence and impact of non-trade barriers, with an effective way of challenging these and removing them in favour of global standardisation.

9. Review public procurement processes in the public sector to stimulate competition and open up opportunities to businesses of all size and scale.
10. Fully review the market impact of subsidies and which markets require a subsidy to be able to be sustained long term and whether this is impacting how those markets work for the long term.

11. Develop an alternative model for delivery of R & D, using a second tier of establishments to complement existing establishments, to spread the scale of activity.

12. Devolve business rates to the regions to allow them to create strategies to support their local economic ambition, supporting the wider distribution of jobs and the equivalent housing across the country.

13. Identify long term growth zone, providing the supporting infrastructure and relocation incentives to enable better cross-UK migration.

14. Identify the opportunities for local OEMs to support the government’s sectorisation strategy.

15. Identify scalable forward looking technology to deliver ultrafast broadband to everyone across the country to enable unilateral service provision and the economic growth coming from this.

16. Offer resident EU Nationals permanent residencies.
**Context – Statistical Research**

**Introduction and context for statistical work**

A joint report made by negotiators on behalf of the European Union and the United Kingdom on 8th December 2017 has stated that those who legally reside in the United Kingdom under existing Union legislation, will be permitted to remain a UK resident after UK withdrawal from the Union.

However, what has not yet been decided is the immigration process that those living in the EU will be required to follow after UK withdrawal from the Union.

At the time of the Census in 2011, around 1 in 20 (5%) of those working in England were EU or Irish nationals, who did not additionally hold a UK passport. This, however, was not the same in all geographical areas of England, in all industries, or across all types of occupation. Some geographical areas, industries, and some types of occupation comprised of a greater or lesser proportion of EU/Irish nationals than others.

In Staffordshire County the proportion of EU nationals in the workforce was substantially lower than that for England, at 2.3% (around 8,200 workers – a little over 1 in 50) – compared to the 5% seen across England.

While it is recognised that migration and immigration patterns may have changed since the time of the 2011 Census, and that new countries (namely Croatia) have become EU members, it is still considered that the Census provides the most accurate and detailed data covering the employment of EU passport holders in the United Kingdom.

**Summary of findings**

1. **EU/Irish passport holders account for a low proportion (2.3%) of the overall Staffordshire workforce.**

EU nationals make up around 2.3% of the Staffordshire workforce, compared to around 5% of those employed across England overall. At the time of the Census (2011), out of 363,000 over 16 year olds employed in Staffordshire, 8,200 were EU passport holders (who did not additionally hold a UK passport).

2. **EU/Irish passport holders make up no more than 5% (1 in 20) of the workforce in any specific industry in Staffordshire.**

There are nine industries across England overall which have workforces comprising of 5% or more EU nationals, including one (Accommodation & Food Services) where 1 in 10 (10%) of employees are EU nationals. In Staffordshire, by contrast, there is only one industry
(Transport & Storage) where EU passport holders make up 5% of employees, and no other industries which exceed 5%.

3. The largest number of EU nationals in any one industry in Staffordshire (1,700) work in Wholesale & Retail.

The greatest volume of EU workers in Staffordshire are employed in Wholesale & Retail (1,700) and Manufacturing (1,600) however, these industries also provide some of the highest levels of overall employment in the county; as a result, while they employ higher numbers of EU workers than other industries, these workers make up relatively small proportions of the industry’s workforces (2.5% of Wholesale & Retail and 3.4% of Manufacturing), and notably smaller proportions than those seen in the same industries in England overall.

4. Around half of EU/Irish passport holders employed in Staffordshire work in low-skilled occupations.

While the low numbers and proportion of EU workers in the Staffordshire workforce mean that no particular profession or occupation appears to be overly reliant on EU workers – the opposite is not true, with Census 2011 data suggesting that EU workers in Staffordshire are more reliant on Elementary Occupations and Process, Plant and Machine Operating occupations (the two least skilled occupation groups in Standard Occupational Classification) than the Staffordshire workforce overall.

5. A greater proportion of EU nationals, than the Staffordshire workforce overall, are employed in occupations which are at high risk of being lost to automation in the long term.

As a result of the high proportion of EU workers employed locally in lower-skilled occupations, as a group they are at greater risk from automation than the workforce overall. While analysis suggests that around 30% of Staffordshire’s total workforce are employed in roles which are at high risk of being lost to (or significantly changed by) automation in the long term, this increases to 50% of EU workers.
Overall conclusions

The available data suggests that the Staffordshire workforce contains a lower proportion of EU nationals than the workforce across England. At a large scale, there are no industries or professions/occupations in the county which appear to be particularly reliant on EU labour – and certainly none which employ the same proportion of EU passport holders as they do at a national level.

As the data also suggests that the occupations undertaken by a large proportion of EU nationals in Staffordshire are towards the lower end of the skills spectrum, and are also the occupations likely to be eventually computerised or automated; at a purely mathematical level, it could be assumed that an EU departure scenario where EU passport holders decide not to remain in the UK will not cause significant challenge for industry in the county.

However, it must be considered that this data is at a high level, and cannot account for impact on individual employers; either as a result of employment of a large proportion of EU nationals, or as a result of gifted and talented employees with particularly specialised or unique skills who happen to also be EU passport holders.

As such, while it is fair to surmise that the overall impact of departure from the union on the Staffordshire labour force appears to be minimal, investigation into potential impact on key employers may be vital in order to reach a final conclusion about risk.
Funding and Innovation

The two most significant EU funding channels for the UK are the European Structural and Investment (ESI) funds and the European Agricultural Guarantee Fund.

The ESI funds are the EU’s instrument for reducing disparities in the level of development of its various regions and for helping less developed regions to catch up. The bulk of UK funding via this channel comes through the European Regional Development Fund and the European Social Fund.

The European Agricultural Guarantee Fund (EAGF) is the primary financial mechanism used for the implementation of the EU’s Common Agricultural Policy. The EAGF consists of direct payments and market measures to support the agricultural sector.

Organisations in the UK can also apply directly to the European Commission for funding from various other streams, often on a competitive basis following calls for applications. The UK is one of the leading Member States in securing funding for research and innovation and various projects.

The vast majority (86%) of EU funding in 2014-2020 is allocated to ‘Smart and Inclusive Growth’ and ‘Sustainable Growth: Natural Resources’. The UK will continue to receive funding from the EU as long as it is a member state. Thereafter, the Chancellor has announced that beyond the 2016 Autumn Statement, the Treasury will offer a guarantee to bidders whose projects ‘meet UK priorities and value for money criteria’. It is still unclear as to what these priorities and criteria will entail and to what extent these will cover projects currently funded by the EU. Each government department will take responsibility for the allocation of money.

Agriculture

As a predominantly rural county with a strong tourist industry, Staffordshire will be affected by changes in agricultural policy. Environment Secretary Michael Gove has already spelt out that he will handle farming subsidies differently. Farmers will receive payments for ‘public goods’, such as, boosting wildlife, planting woodland and wildlife meadows and improving water quality. The current payment system - £3bn a year to UK farmers - is based on the amount of land farmers own. The government has agreed to maintain current subsidies for three years after Brexit until 2022 and Mr Gove said the payments could continue until 2024 but the length of time would be down to consultation. During that time, he aims to reduce the largest subsidies with a maximum cap or sliding scale of reductions. But the All Party Parliamentary Group on Agroecology fear that farmers could be undermined by future trade deals which permit imports of food produced with lower welfare or environmental standards.
ESI funds

Indicative EU funding allocations for 2014-20 within the SSLEP area were confirmed in 2014, totalling over £132m from the 3 principal ESIF funds: £71m from the European Regional Development Fund which promotes economic and social cohesion within the EU through the reduction of imbalances between regions; £55m from the European Social Fund which promotes the EU’s employment objectives by providing financial assistance for vocational training, retraining and job creation schemes; and £6m from the European Agricultural Fund for Rural Development which contributes to the structural reform of the agricultural sector and to the development of rural areas. This EU funding is dwarfed by central and local government funding. But EU funding is focussed on areas where the UK government is relatively inactive and, when all spending is increasingly tight, these funds can be vital in reducing disadvantage. EU funding is focussed on the hardest to reach and removing the barriers which prevent people from looking for work. Other funding is more results driven, for instance, the numbers who take up jobs. So even if EU funding is replaced by Government, it is unlikely to address the same issues - working with the long term unemployed or with those whose skills are specific to old industries which are not transferable.

It is widely acknowledged that there is a direct correlation between skills, productivity and employment. The development of education and skills amongst all age groups is crucial for the successful future economic prosperity of Staffordshire and Stoke on Trent. The Stoke on Trent and Staffordshire Local Enterprise Partnership (SSLEP) has focussed on the ESIF European Social Fund to unlock the potential of our current and future local workforce through a demand-driven approach to providing skills and matching those skills to employment opportunities.

To date the twelve contracts have been awarded in the SSLEP area totalling £37m with over 18,600 participants. The aim to improve economic participation across the labour market, reduce income disparity, increase social inclusion, boost employment levels and productivity. Key outcomes will be the number of people in employment with improved basic and higher level skills. That is vital if Staffordshire is to increase its productivity record and reduce its skills gaps. The projects support the unemployed, the disadvantaged to their boost confidence, increase the uptake of apprenticeships and traineeships and overcome barriers to the jobs market and improvements in business productivity. These are vital within a county like Staffordshire where there are employment inequalities and there is a need to upskill residents to both counter the shift in the workforce towards lower skilled poorly paid industries and to fulfil the unmet needs of local businesses for appropriately skilled staff.
Public Services

In this brief report we can only touch the surface of what the true impact of Brexit might be on Staffordshire Public Services. Rather than try to examine every individual service we have decided to focus on some of the key risks and opportunities that might arise in the aftermath. It is understood that both political persuasion and individual preference for Brexit or Remain may cause some individuals to see a particular aspect as a threat while others might see it as an opportunity. This should be borne in mind when considering each element.

Potential Challenges

- The ongoing success or otherwise of the economy post Brexit will cut across all aspects of Public Services, as budgets will undoubtedly be affected. Therefore issues such as procurement, wages and investment will be impacted upon.
- Health and Social Care – The care sector nationally relies heavily upon workers from outside the UK, be it from the EU (5%) or further afield. The NHS also relies upon foreign doctors and nurses in the same manner. Although many come from outside the EU, this will undoubtedly require Government intervention to address shortages. NHS England has a huge pharmaceutical bill with many drugs and equipment being purchased from outside the UK. A potential for increased costs is a great concern. Training for new staff and succession planning might also impact upon the NHS budget. The EHIC Card and reciprocal arrangements for health care are also a consideration.
- Police – Europol and cross border crime arrangements might possibly be compromised. European Arrest Warrant arrangements could also potentially be affected. Anti-terror cooperation is also a concern, as is Cyber-crime which is clearly on the increase. Similarly, child sexual exploitation, human trafficking and illegal entry to the UK all have an impact on police, border control and security services. The underlying concern of all this is the threat to cooperation between the UK and the EU post Brexit. There is also a potential for an increase in Hate Crime post Brexit, with implications for community cohesion and additional policing required.
- Administration of Justice – Possible threats to Human Rights legislation, Consumer law, Criminal law and Civil Law.
- Environment – Transport might see a possible impact on its services and a downturn in expensive infrastructure projects and overall investment.
- Education – Lack of investment in universities and schools, loss of overseas fees from EU students. This could also impact on research and development with the local economy also being affected with less expenditure.
- From a Members perspective – We might anticipate that EU residents living in the UK will seek support for all manner of things ranging from extra bureaucracy,
benefits, school places, bus passes etc. Members may need to support businesses that were previously reliant upon an EU workforce. Members may be involved in helping residents and businesses in seeking solutions where EU funding might be lost.

Opportunities

- Despite a considerable Brexit bill, overall we can anticipate a net gain to the treasury through not paying into the EU as a member state. This may be medium to long term gain.
- With the probable loss of EU seasonal agricultural workers, this creates an opportunity to increase employment here at home, reducing the benefits bill and the increased taxation this brings. This would require additional incentives from government as these jobs are generally low skilled and low paid and previously unattractive to many UK jobseekers.
- With the power to make our own laws restored, adjustment or removal of unnecessary or inapplicable regulation is a probable benefit.
- Social Security and Housing – The end to free movement offers the Government the opportunity to impose its own conditions with regard to rights to benefits, housing and access to health care and other Public Services.
- Brexit offers opportunities for new levels of devolution and deregulation. Public Service contracts would be easier to secure for SME’s without the need to advertise in the Official Journal of the European Union.
- From a Members perspective, the UK’s individuality post Brexit from the other 27 EU member states make the UK an even more attractive place to visit. Members will have opportunities to work with local businesses, voluntary organisations and schools to encourage trade, twinning and visits to places of interest in members divisions and towns.

The examples given above touch upon just a few of the threats and opportunities facing us and offer an insight of the current position only.

Conclusions

By completing this initial work it is recognised that as a County Council, both pre and post Brexit, we should continue to monitor, review and plan for the implications to Public Services. We should maximise opportunities and take avoiding action against the threats. Leadership will be key to our success.
**Industrial Strategy**

The UK is leaving the European Union but Remains in Europe

The island nation that is the United Kingdom has a long and proud heritage in exporting, exporting £550bn every year with 43% being sold to EU countries. Those markets remain, and the thought that £240bn of consumption inside the EU could easily be replaced is unlikely. In reality it is more likely that as a worst case scenario, it would be resourced from other parts of the world – rather than significant new capacity and producers created short to medium term.

- **Recommendation 1:** Develop greater export capability and market penetration outside of EU markets, via a taskforce within local business networks to realise the global opportunity post Brexit

**Supply Chain Optimisation (and Tariff) Opportunities vs. Local Manufacturing Opportunities**

The risk to EU countries exporting an additional £80bn pa to the UK over and above the UK’s exports is obvious, although the risk with any imposition of unilateral trade tariffs is that there is also an opportunity to substitute imports for local production. So this is both a risk and an opportunity, although 100% substitution (replacing £320bn pa of exports) is unlikely – i.e. creating a replica BMW with brand credibility and consumer appeal would take time.

Local production would more than likely require significant levels of inward investment from across the globe. Some way of creating awareness of the inward investment opportunities needs to be created.

As an alternative the government, could provide a stream of loan capital at inexpensive rates, given the government is likely to be able to borrow at cheaper rates than most businesses – especially Staffordshire predominance of SMEs. Encouraging banks to take on some of this role has consistently failed as can be seen during the credit crunch post the banking crisis.

- **Recommendation 2:** Identify sources of affordable capital to allow Staffordshire’s businesses of all sizes to be able to borrow to invest in their businesses to replace current EU consumption (such as indirect funding channelled through the European Regional Development Fund) where possible.
Business confidence and ongoing investments in productivity improvements and growth

For existing businesses, confidence in the long term stability in the markets provides the backdrop for them to borrow with confidence to invest to create capacity to grow or to avail themselves of productivity improvements to remain competitive.

A status quo position, when other businesses are investing in their future will undermine British business’s competitiveness and erode market share medium and long term, consigning the country into a long term decline.

- Recommendation 3: Develop a suite of metrics to monitor Staffordshire businesses global trading health, including GVA, exchange rates

EU Commitment to Removing Non-Tariff Barriers

Non-financial trade barriers can be difficult to be challenged from outside of the EU, given that they won’t be effectively challenged within the EU.

From a trading perspective, high levels of bespoke specification, which vary region by region, will cost more to produce in small batches rather than a truly global approach to driving down everyone’s cost of manufacture. For example many of the European motor manufacturers operate a bespoke colour coding system in Europe that is unique, instead of driving standardisation in global markets and industries.

- Recommendation 4: Brexit trade talks should include recognition of the existence and impact of non-trade barriers, with an effective way of challenging these and removing them in favour of global standardisation.

Simplifying Documentation and Removing Red Tape

Rigid processes can form another type of non-tariff barrier. The most obvious opportunity within the public sector is being able to contract in a more simplified way, without OJEU procurement rules and regulations, which has created an industry in process adherence, artificial competition and hoops to jump through.

- Recommendation 5: Review public procurement processes in the public sector to stimulate competition and open up opportunities to businesses of all size and scale.

Supporting the Realignment of Sectors in a Free Trade World – Post Departure Transitional Arrangements

For many areas where there are either EU or global subsidies operating, there is a simple choice post Brexit, as to whether to maintain similar levels of subsidy, or allow certain
market rates to operate freely without external subsidy, accepting that some prices will go up in the short term, but equally that that may force the removal of surpluses – like ‘Wine Lakes’ – and force producers to look for new more sustainable markets.

- Recommendation 6: Fully review the market impact of subsidies and which markets require a subsidy to be able to be sustained long term and whether this is impacting how those markets work for the long term.

R & D Investment

R & D investment has a positive long term payback, although the focusing of University R & D in the hands of so few places does potentially limit what can be achieved. Having a greater number of places, operating in different ways potentially allows a ‘disruptor theory’ to come into R & D delivery.

- Recommendation 7: Develop an alternative model for delivery of R & D, using a second tier of establishments to complement existing establishments, to spread the scale of activity.

Innovation Platform

Innovation and new ways of working will help businesses to be more successful in a post Brexit Britain, including greater:

- Strategic Alliance to Remove Operational Costs – focusing in on true competitive differentiators
- Multi modal transport connectivity – reduce reliance on road and instead use overnight rail freight capacity with the objective of driving down overall end to end cost. This would help more local purchasing rather than consolidating goods on a more regional or national basis.
- Decentralise government and organisations from London and the South East. Due to the cost of operating in London and the South East and the shortage and cost of housing, proactively led the move into the whole of the UK, allowing technology to enable seamless communication. Incentivise businesses to make a similar move, like the new development regions of the 1970s.

- Recommendation 8: Devolve business rates to the regions to allow them to create strategies to support their local economic ambition, supporting the wider distribution of jobs and the equivalent housing across the country.
- Identify long term growth zone, providing the supporting infrastructure and relocation incentives to enable better cross-UK migration.
Cultivating Winning Sectors

The government through its Industrial Strategy, launched in late November 2017, where they identify key sectors for development and growth, have shown a model that can work in Staffordshire for picking those sectors where greatest alignment can be achieved with existing industry or the available skills locally. For Staffordshire that could be in engineering or in supporting the delivery of High Speed trains, but focusing in on world class skills and solutions.

Winning sectors will ultimately need supporting supply chains and producers, made up of OEMs capable of supporting their supply lines and en route becoming world class themselves.

- Recommendation 9: Identify the opportunities for local OEMs to support the government’s sectorisation strategy.

Importance of Ultrafast Broadband

Technology is no longer a secondary service provision. In a digitally enabled economy, 100% coverage of the country with rapid technology – like ultrafast broadband - is a simple enabler, as much as pens and paper were in previous centuries. Coverage should start with those areas at the economic disadvantage of not having access to superfast broadband today, so that those areas are not marginalised further and completely consigned to the slow lane of economic development.

- Recommendation 10: Identify scalable forward looking technology to deliver ultrafast broadband to everyone across the country to enable unilateral service provision and the economic growth coming from this.

Employment Skill Gaps

Issues of an aging population would be exasperated if there was insufficient labour with the right skills to maintain Staffordshire enterprise’s economic output. EU nationals resident in the UK should be given permanent rights to stay to ensure any possible disruption to the labour base and resident skill sets is minimised.

- Recommendation 11: Offer resident EU Nationals permanent residencies.

Conclusions

Through engagement in 2018, we are developing our conclusions in the next chapter of this report. We offer this research for your views, and welcome all comments.
Appendix 2

Cabinet – 16th January 2019

Executive Response to the Final Report and Recommendations of the Community All Party Member Group

Recommendations

1. That the Cabinet receives and considers the initial response of Portfolio Holder to the recommendations of the Community All Party Member Group, which has identified a number of issues for Cabinet to consider.

2. That the Cabinet considers the content of the accompanying outline action plan.

3. That, pending Cabinet consideration, the outline action plan and implementation of the any recommendations is shaped further, implemented and monitored on behalf of Cabinet, on a six monthly exception basis, until all has been fully implemented as necessary.

Report of Portfolio Holder, Cllr Gill Heath, Cabinet Member for Communities

Summary

What is the Cabinet being asked to do and why?

4. The Cabinet are asked to receive and consider the initial response to the report and recommendations of the Community All Party Member Group, shape the outline action plan further and to make arrangements to monitor the plan for implementing the recommendations as necessary on behalf of Cabinet. This will make sure that action is taken and delivers the intended outcome.

Report

Background

5. The Community All Party Member Group undertook an overview review into ‘How do we increase the capacity and utilise the services of the Council’s VCSE Strategic Capacity Building Partner to deliver ‘People Helping People’ and reduce the involvement of SCC?’.

6. The findings and recommendations of the Community All Party Member Group investigation were submitted to Cllr. Gill Heath with a request for their initial response.

7. Attached as an Appendix to this report is a table setting out:

   a. each of the recommendations;
   b. the organisation/lead member or officer;
   c. the action proposed (or already taken) in response to the recommendations; and
d. a suggested deadline for completion.

Community Impact

8. The All Party Member Groups were established to support the council’s long term ambitions and putting forward proposals on how public services in Staffordshire could address community issues that arise over the medium to long term, therefore they can have an impact on all communities in Staffordshire and all resident groups.

Contact Officer

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List of Appendices/Background papers

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Appendix 2.2 - Community APMG Final Report
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<tr>
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<tr>
<td>No.1 Overall recommendations and approach in developing guidance for members to champion the voluntary sector to be trialled through the Cabinet Community Support Members (CCSM) initially before being rolled out further across wider Elected Members.</td>
<td>Consideration and discussion to take place at Cabinet Community Support Members (CCSM) meeting on the trial approach</td>
<td>Andrew Donaldson / Angela Schulp / Cllr Gill Heath</td>
<td>January 2019</td>
</tr>
<tr>
<td>No.2 Members to further develop their own local community networks</td>
<td>Ensure part of CCSM trial conversations</td>
<td>Andrew Donaldson / Angela Schulp / Cllr Gill Heath</td>
<td>January 2019</td>
</tr>
<tr>
<td>No.3 Members to signpost organisations to S2 for support</td>
<td>Ensure part of CCSM trial conversations</td>
<td>Andrew Donaldson / Angela Schulp / Cllr Gill Heath</td>
<td>January 2019</td>
</tr>
<tr>
<td>No.4 Members to promote the S2 offer using promotional materials developed with S2</td>
<td>Ensure part of CCSM trial conversations</td>
<td>Andrew Donaldson / Angela Schulp / Cllr Gill Heath</td>
<td>January 2019</td>
</tr>
<tr>
<td>No.5 Members to encourage community promotion of the S2 offer</td>
<td>Ensure part of CCSM trial conversations</td>
<td>Andrew Donaldson / Angela Schulp / Cllr Gill Heath</td>
<td>January 2019</td>
</tr>
</tbody>
</table>
1. Foreword

People Helping People is a key priority for the council moving forward, working differently with our communities to empower them to be resilient and independent for longer.

Elected members are at the heart of driving forward the council’s response to addressing the needs of our residents. Members have a significant knowledge of their communities and are a conduit for sharing that local knowledge with officers and partners, as well as communicating back with residents.

The initiative piloted in South Staffordshire as part of the first Community APMG investigation has identified that there is a wealth of activity taking place in communities that does not come into contact with the council or members. Members have a key role to play in ensuring these community groups are connected to residents as well as support offered by our VCSE Strategic Capacity Building Partner. It is hoped that members will utilise the findings of this report to implement similar initiatives in their Divisions.

Our thanks are extended to all those members and officers who have made a positive contribution in developing this People Helping People initiative

_Cllr Gill Heath, Cabinet Member for Community and Cllr Mike Davies, Chair of Community APMG and Cabinet Support Member for Community_
2. Introduction:
This paper provides an overview of the first investigation of the Community APMG that took place between 2017 and 2018. This paper also sets out a series of recommendations for approval by Cabinet to take forward as a result of this work.

3. Overview:
The 4 All Party Member Groups (APMGs) were established by Cabinet in order to support the Council’s long term ambitions and put forward proposals on how to address community issues that arise over the medium to long term.

It was agreed by Cabinet that Cllr Mike Davies would Chair a Community APMG, with Cllr Gill Heath (Cabinet Member for Community) as the Cabinet Lead.

The aim of the Community APMG would be to explore the role of Members in:
- Developing community capacity in their local areas.
- Supporting the ‘People Helping People’ strategy in empowering our communities and managing demand.
- Working alongside our VCSE Strategic Capacity Building Partner (a consortium of voluntary sector organisations SCVYS and Support Staffordshire).

The Community APMG is not expected to make any savings directly as a result of its investigations, rather explore how the council can best manage demand and avoid further cost to Council services.

4. Community APMG Investigation:
In August 2017, Cabinet agreed the scope and terms of reference for each APMG and its first investigation. The scope for the first investigation of the Community APMG was identified as:

‘How do we increase the capacity and utilise the services of the Council’s VCSE Strategic Capacity Building Partner to deliver ‘People Helping People’ and reduce the involvement of SCC?’

4.1. Overview of VCSE Strategic Capacity Building Partner contract
The Staffordshire County Council VCSE Strategic Capacity Building Partner contract went live on 1st August 2016. Our VCSE partner is a consortium of Staffordshire Council of Voluntary Youth Services (SCVYS) and Support Staffordshire (referred to in this report by the internal name of ‘S2’ for ease of reference). They have been commissioned to:
- Support the council to reduce demand on specialist services, based on local need.
- Increase the number of VCSE organisations operating in Staffordshire
- Increase the number of people being supported to volunteer.
- Increase the resources brought into Staffordshire through successful bids for funding.
Their work above focuses on four key themes, prioritising parts of the county with the highest needs as identified and agreed with commissioners:

- Children and Families
- Health and Care
- Young People
- Place based services (libraries, country parks, highways etc).

To do this, SCVYS and Support Staffordshire have teams of development workers in each district working with local voluntary sector organisations to offer a range of support, including advice and guidance, fundraising support, DBS checks for volunteers, and assessments to jointly identify an organisations development needs.

The contract is now in year 2 of. The contract period runs from August 2016 – July 2019 (with the option to extend for two further years). The contract is worth £791,940 per year.

The first year of the contract has been successful against the agreed delivery plan. Achievements in the first 14 months of the partnership as at September 2017 include:

- Playing a key role in major Council transformation programmes, including leading the Earliest Help strategy and supporting the Place Based Approach, supporting the transition to Community Managed Libraries, and working with SCC and Parish Councils on Highway Maintenance work.
- 481 voluntary and community organisations across our priority areas of Health, Children & Families, Place and Youth have been supported to develop by SCVYS and Support Staffordshire in the past year.
- 405 volunteers placed into voluntary roles by Support Staffordshire relating to the same priority areas in the past year (as of June 2017).
- There are 9,242 active volunteer roles operating within SCVYS children, young people and families member organisations, all of which are supported by SCVYS to run. This equates to approximately £14,781,839m worth of volunteer time
- £3.443m of external funding has been secured by VCSE organisations (of which £2.3m was secured by Team Staffordshire for the Building Better Opportunities Programme)

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1 This figure is based on the averages Staffordshire wage of £11.59 x 3 hrs per week x 46 weeks x 9242 roles
4.2. Summary of investigation activity

The first investigation was undertaken as a ‘pilot’ focusing on maximising the benefits of the VCSE Strategic Capacity Building Partner contract as listed above, using South Staffordshire as a pilot area.

The work of S2 is focused on targeting areas of most need in each locality to maximise the impact of the available resources. This investigation explores how Members could potentially use their influence and networks across the entire county for S2 to maximise the benefit and reach of the contract and further provide value for money.

As part of the investigation the following activity was undertaken by the APMG and Chair:

- Meetings with County Council commissioners, SCVYS and Support Staffordshire officers to further understand:
  - How the VCSE Strategic Capacity Building Partner contract supports the delivery of the County Council’s priorities and the People Helping People plan.
  - The work that SCVYS and Support Staffordshire undertake out in communities.
  - How Members can help promote and champion this work further.

- Meetings / conversations with key stakeholders across the district, including South Staffordshire District Council, its partners, parish councils (including local Challenge Panels), local Fire Authorities and Church groups, to understand what local voluntary and community groups are active in South Staffordshire, how these partners work with them, and how to best engage these groups.

- Meeting / engaging with identified community and voluntary sector organisations and local charities that were not currently members of Support Staffordshire or SCVYS to promote the support offer available and further develop relationships / networks with local community groups.

- Developing with SCVYS a flyer / poster outlining the support offer from S2 and working with partners to distribute to local groups and include in local publications (such as free newspapers). This flyer can be found as appendix A to this report.

- Convening the first two meetings of the APMG group with five fellow County Councillors and officers to discuss the investigation and explore further issues surrounding community capacity, including volunteering and funding. This included discussions with Support Staffordshire about volunteering and The Community Foundation for Staffordshire regarding funding.

4.3. Key findings of the investigation:

The investigation has produced the following list of key findings on how members can support and promote the S2 offer, build community capacity in their areas and contribute to the People Helping People approach:

- Members proactively promoting the S2 offer in communities will allow S2 to reach and support more VCSE organisations in each district. New groups have made contact with S2 about their support for voluntary and community groups in the weeks since the proactive promotion during the investigation. In addition, the distribution of the flyer / poster with details of S2’s support offer through local partners and in community venues has raised awareness, and resulted in the offer being promoted by community groups themselves, appearing in local community publications, noticeboards and newsletters.
Appendix 2.2

- **Promoting the S2 offer will help to deliver the council’s priorities and reduce demand.** S2 have been commissioned to work alongside the Council to build targeted community capacity to support major council transformation programmes, including the Place Based Approach for Families and the Healthy Communities programme. More organisations reaching out to S2 will result in more VCSE groups being able to form, grow and become part of the wider network of organisations available for S2 and the Council to connect people for help. This will increase community capacity, which in turn will likely reduce demand on council services and deliver the council’s strategic priorities.

- **Members can help increase community awareness of what S2 do and how they can help.** There were many community groups in the pilot area that were not aware of S2 and how they could help. If the Council is to maximise the value of the VCSE contract with S2, then further work needs to take place with Members and communities in particular to promote the work of S2 and how they can support.

- **The investigation revealed more organisations and community assets than expected.** There can be a wealth of activity taking place in communities that does not come into contact with the Council or Members. More proactive engagement with stakeholders such as Parish and District Councils, Fire authorities, and church groups resulted in a more complete picture for the Member of what is happening and what assets / resources are available locally. This ranged from local work clubs supporting people into employment to accessible community venues in Fire Stations.

- **Members and S2 can play a key role in connecting community groups to volunteers to increase capacity.** With increased knowledge of local community groups and volunteers, members can support in connecting organisations who are struggling to find volunteers with S2, who in turn can broker individuals looking to find volunteer placements / opportunities. S2 can also work with community groups to help them better support volunteers to have a positive experience, which in turn will increase the number of people that stay in volunteer roles over the longer term.

- **Support is available in the community for organisations looking to apply for, or distribute small grants or better use their reserves.** If members come across charities, community groups or parish councils that are struggling to distribute funding or make best use of their reserves, they can signpost to organisations such as the Community Foundation for Staffordshire who work with community groups to administer and distribute small grants to local organisations.

5. **Recommendations:**

The Community APMG puts forward the following recommendations for approval by Informal Cabinet as a result of its first investigation:

1. **Members to further develop their own local community networks** – Members to proactively engage with local partners (e.g. District, borough, town and parish councils, GPs, schools, fire stations, church groups etc) to identify the range of key local assets, community groups and strengths in their communities and further develop their own local networks.
2. **Members to signpost organisations to S2 for support** – Using local knowledge, networks, and influence, identify and reach out to community, voluntary and charity groups that need support, or are not currently members of S2 and signpost these organisations to S2 for additional help. A flowchart guide for how members can do this has been included as Appendix B to this report. This report recommends that Cabinet Community Support Members first trial this approach in their divisions. The Cabinet Community Support Members can then share any further learning and offer guidance to Members in their divisions ahead of wider implementation.

3. **Members to promote the S2 offer using promotional materials developed with S2** – Engage with local public sector partners, community organisations, churches and work clubs for example to further promote the S2 offer using the attached flyer / poster developed with S2. Members should be supported to do this digitally where appropriate through signposting to S2’s website, Staffordshire County Council’s website and digital platforms, and where appropriate social media.

4. **Members to encourage community promotion of the S2 offer** – Members to explore the potential for working with community groups to utilise free publications, notice boards, community venues, and community digital platforms / social media etc to raise awareness of the S2 offer.

5. Related Appendices:

   - **Appendix 2** – Community APMG flyer outlining the support offer from S2
   - **Appendix 3** – Flowchart for suggested Member implementation
Appendix 2.2 – Community APMG flyer outlining the support offer from S2 and working with partners (to distribute to local groups and include in local publications / digitally distribute)

Staffordshire County Council recognises and values the important work undertaken by volunteers and voluntary groups within communities across the county. We have formed a strategic partnership with the above organisations to further support and develop local community capacity through people helping people.

Membership of both organisations is free, and a range of key support offers, highlighted in the above graphic, are designed to help organisations to develop, to be safe and to be sustainable.

Whether you are a new group wanting to start something up, or an existing organisation looking to connect with others, develop something new or talk about any other kind of help, they will be able to help you.

Cllr Mike Davies
Cabinet Support Member for Community
Staffordshire County Council
mike.davies@staffshire.gov.uk
Appendix 3 - Flowchart for suggested Member implementation
Cabinet – 16th January 2019

Executive Response to the Final Report and Recommendations of the Improvement All Party Member Group

Recommendations

1. That the Cabinet receives and considers the initial response of Portfolio Holders to the recommendations of the Improvement All Party Member Group, which has identified a number of issues for Cabinet to consider.

2. That the Cabinet considers the content of the accompanying outline action plan.

3. That, pending Cabinet consideration, the outline action plan and implementation of any recommendations is shaped further, implemented and monitored on behalf of Cabinet, on a six monthly exception basis, until all has been fully implemented as necessary.

Report of Portfolio Holders; Cllr. Mike Sutherland, Cabinet Member for Finance and Cllr. Mark Winnington, Cabinet Member for Economic Growth

Summary

What is the Cabinet being asked to do and why?

4. The Cabinet are asked to receive and consider the initial response to the report and recommendations of the Improvement All Party Member Group, shape the outline action plan further and to make arrangements to monitor the plan for implementing the recommendations as necessary on behalf of Cabinet. This will make sure that action is taken and delivers the intended outcome.

Report

Background

5. The Improvement All Party Member Group undertook a review into ‘How do we increase the use of the digital channel and take advantage of advances in technology to enable more of Staffordshire’s residents to run local services, support each other and to be enabled and empowered take decisions that affect their local area?’

6. The findings and recommendations of the Improvement All Party Member Group investigation were submitted to Cllr. Mike Sutherland, Cabinet Member for Finance, and Cllr. Mark Winnington, Cabinet Member for Economic Growth with a request for their initial response.

The below recommendation is not included in the outline action plan for the following reasons:
a. Recommendation: ‘There should be the necessary resource made available to maintain and keep the Digital toolkit up-to-date.’ Whilst there will not be additional specific resource made available, the toolkit is suggested to be included, as necessary, within business as usual activity and the ongoing review and development of Staffordshire County Council’s website.

7. Attached as an Appendix to this report is a table setting out:

a. each of the recommendations;
b. the organisation/lead member or officer;
c. the action proposed (or already taken) in response to the recommendations; and
d. a suggested deadline for completion.

Community Impact

8. The All Party Member Groups were established to support the council’s long term ambitions and putting forward proposals on how public services in Staffordshire could address community issues that arise over the medium to long term, therefore they can have an impact on all communities in Staffordshire and all resident groups.

Contact Officers

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## Appendix 3.1 - Improvement All Party Member Group– Executive Response Action Plan

**Cabinet**  
16th January 2019

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<tbody>
<tr>
<td><strong>No.1</strong></td>
<td>(Improving Connectivity and Digital Use / Smart Staffordshire) - The Digital Strategy and Smart Staffordshire consider how to engage with ‘hard-to-digitally-reach’ groups and look to encourage channel shifts in service use</td>
<td>Through Community and Digital First continue to develop the engagement approach for ‘hard-to-digitally-reach’ groups.</td>
<td>Dionne Lowndes / Andrew Donaldson / Cllr. Mike Sutherland</td>
</tr>
<tr>
<td><strong>No.2</strong></td>
<td>(Improving Connectivity and Digital Use / Smart Staffordshire) - Members to actively support ‘hard-to-digitally-reach’ groups in their areas and to signpost to the available advice and guidance on how to use the Digital Channel, such as through assistance that is provided via libraries on digital upskilling and access to technology</td>
<td>Members to be encouraged to support and signpost citizens to available advice and guidance</td>
<td>Dionne Lowndes / Andrew Donaldson / Cllr. Simon Tagg / Cllr. Mike Sutherland</td>
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<tr>
<td><strong>No.3</strong></td>
<td>(Increasing Superfast Broadband coverage and take-up) - The pioneering work of the Superfast Staffordshire Community Fibre Partnership Support Fund should be</td>
<td>Superfast Staffordshire Community Fibre Partnership Support Fund to be promoted as necessary</td>
<td>Paul Chatwin / Louise Clayton / Cllr Mark Winnington</td>
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<tr>
<td>No.4</td>
<td>(Increasing Superfast Broadband coverage and take-up) - The Superfast Staffordshire programme team should aim for 98% coverage</td>
<td>Superfast Staffordshire programme team to consider the potential to aim for 98% coverage</td>
<td>Paul Chatwin / Louise Clayton / Cllr Mark Winnington</td>
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<tr>
<td>No.5</td>
<td>(Increasing Superfast Broadband coverage and take-up) - Superfast Staffordshire team to investigate potential for NFU engagement to support the roll-out of Superfast Broadband across rural and farming areas</td>
<td>Superfast Staffordshire team to investigate potential for NFU engagement</td>
<td>Paul Chatwin / Louise Clayton / Cllr Mark Winnington</td>
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<tr>
<td>No.6</td>
<td>(Increasing Superfast Broadband coverage and take-up) - Members need to champion Superfast Staffordshire and support local communities</td>
<td>Members to be encouraged to champion Superfast Staffordshire</td>
<td>Paul Chatwin / Louise Clayton / Cllr Mark Winnington</td>
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<td>No.7</td>
<td>(Development of a Digital Toolkit) – SCC to Support the Countywide launch the toolkit</td>
<td>Toolkit to be launched</td>
<td>Dionne Lowndes / Cllr. Simon Tagg / Cllr. Mike Sutherland</td>
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<td>Recommendation</td>
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<tr>
<td>No.8 (Development of a Digital Toolkit) - Members should use their local networks to promote the 'digital toolkit'</td>
<td>Members encouraged to promote the Digital Toolkit</td>
<td>Dionne Lowndes / Cllr. Simon Tagg / Cllr. Mike Sutherland</td>
<td>Ongoing</td>
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<tr>
<td>No.9 (Development of a Digital Toolkit) - Members to test the toolkit with community champions/groups and provide ongoing feedback to develop this further</td>
<td>Members encouraged to test the toolkit - Cllr Simon Tagg working with Locality Action Partnerships in Newcastle to test the toolkit; Cllr David Smith working with local parishes to test the toolkit; and Lee Bates, Tamworth Community CIC is using the toolkit and feeding back his further development thoughts</td>
<td>Dionne Lowndes / Cllr. Simon Tagg / Cllr. Mike Sutherland</td>
<td>Ongoing</td>
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<tr>
<td>No.10 (Staffordshire County Council Website Review and Apps development) – Members to promote the new website and My Staffs App</td>
<td>Members encouraged to promote and send suggestions for more digital development to <a href="mailto:digital@staffordshire.gov.uk">digital@staffordshire.gov.uk</a></td>
<td>Dionne Lowndes / Cllr. Simon Tagg / Cllr. Mike Sutherland</td>
<td>Ongoing</td>
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<td>No.11 (Staffordshire County Council Website Review and Apps development) - Effective management of raised expectations where customers expect an instant response to an issue</td>
<td>Alongside Website review and any Apps development, consider automated responses to manage expectation on response times</td>
<td>Dionne Lowndes / Cllr. Simon Tagg / Cllr. Mike Sutherland</td>
<td>Complete</td>
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<tr>
<td>No.12 (Staffordshire County Council</td>
<td>Digital Team to consider cost of</td>
<td>Dionne</td>
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### Appendix 3.1 - Improvement All Party Member Group– Executive Response Action Plan

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<tr>
<td>Website Review and Apps development) – My Staffs App development to consider cost implications of any updates and data size</td>
<td>developments and data size for My Staffs App</td>
<td>Lowndes / Cllr. Simon Tagg / Cllr. Mike Sutherland</td>
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<td>No.13 (Staffordshire County Council Website Review and Apps development) – As a part of the review of the Digital Experience within the Digital Citizen pillar, the website, satellite sites and accompanying MyStaffs app is reviewed to enhance self-service and channel shift as we move towards digital first and, eventually, a digital only offer for some services</td>
<td>Digital Team to ensure rigorous focus on self-service and channel shift in review of Digital Citizen pillar</td>
<td>Dionne Lowndes / Cllr. Simon Tagg / Cllr. Mike Sutherland</td>
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Appendix 3.2

Improvement All Party Member Group - Final Report

1. Foreword

Ensuring that Staffordshire makes the most of digital developments and new technologies is a key priority for the council moving forward, making our citizens more connected, well informed and able to share their experiences effectively, becoming fully engaged in their communities and empowered to take social action.

Digital technology can support every area of our work to become agile, manage demand and achieve better outcomes for our local residents. New technologies can improve the local economy and support better health and wellbeing. Taking a digital approach is fundamental to promoting self-management and encouraging social action within our communities. Making more effective use of data to help inform how we deliver services and achieve better prevention is also more achievable. All of this is fundamental to achieving our vision for Staffordshire and delivering the outcomes set out in our strategic plan.

Elected members have a key role to play in ensuring that local communities are best placed to take advantage of the opportunities that digital advances are creating. Members have strong networks within their areas and significant knowledge of their communities, which can be shared with officers and partners to help meet their needs.

The Improvement APMG provides a great opportunity to tap into members' local knowledge of their communities in order to support the strategic focus on making Staffordshire a ‘Smart County’ which makes the most of digital developments for the benefit of local residents and communities. Work to date with APMG Members, partners and community champions has helped to understand the challenges, barriers and gaps faced by local residents and community groups in making the most of the digital channel. This has informed how a ‘digital toolkit’ can provide a universal offer of sustainable support that meets their needs. It is hoped that members will use their local networks to promote the ‘digital toolkit’ to ensure the most people have access to the advice and guidance available to make the most of the digital channel in Staffordshire.

Our thanks are extended to all those members, officers and community champions who have made a positive contribution in developing the ‘digital toolkit’.

_Cllr Mike Sutherland, Cabinet Member for Finance and Cllr Simon Tagg, Cabinet Community Support Member and Chair of Improvement APMG_
2. **Introduction**

This report provides an overview of the first investigation of the Improvement APMG that took place between 2017 and 2018. The report also sets out a series of recommendations to potentially take forward as a result of this work.

3. **Overview**

3.1. The 4 All Party Member Groups (APMGs) were established in order to support the Council’s long term ambitions and put forward proposals on how to address community issues that arise over the medium to long term.

3.2. It was agreed that Cllr Simon Tagg would Chair an Improvement APMG, with Cllr Mike Sutherland (Cabinet Member for Finance) as the Cabinet Lead.

3.3. The aim of the Improvement APMG would be to explore the role of members in developing the use of the digital channel within their local areas and help ensure that Staffordshire is in a position to take full advantage of advances in digital technology.

3.4. The APMG was keen to ensure that the work of the group supported the organisational digital strategy and approach and where possible, complements any existing work programmes. To this end the APMG would consider the role of members as champions of the Smart County initiative.

3.5. The notion of People Helping People as a key enabler for the council and the need to manage front door demand were fundamental to the thinking of the group. Therefore, members wanted to understand what additional opportunities were available for the use of technology to help communities connect and engage with the people who live within those communities and where possible, to help communities to link to wider networks.

3.6. The APMG had an ambition to develop a 'Digital Toolkit' with the aim to help make our citizens and community groups more connected, well informed and able to share their experiences effectively, becoming fully engaged in their communities and empowered to take social action.

3.7. There was a particular focus on supporting those citizens that are more isolated and only make limited use of digital developments and technology to become more empowered and take social action within their communities.

3.8. The Improvement APMG is not expected to make any savings directly as a result of its investigations, rather explore how the council can best manage demand and avoid further cost to council services.
4. Background

4.1. Local government has a vital and unique role to play in utilising technology and digital tools and approaches. Located in and forming part of their communities, councils are ideally placed to find the best approaches to meeting local needs. Responsible for delivering an estimated 80 per cent of public sector transactions in their areas, they also have a particular obligation to design their services in the most accessible, economic and ‘user-friendly’ way, and a vital role to work closely with other public, private and voluntary sector partners to ensure that local services are built around the citizen rather than the needs of service deliverers.

4.2. At a time when public services face fundamental challenges, in particular the significant pressures on local government finances from ongoing Government austerity, technology and digital tools and approaches are central to achieving all of this. For councils and their partners, these tools can enable:

- a deeper understanding of local patterns of need and interaction with government, allowing resources to be managed, planned and directed to where they will have the greatest impact;
- more effective management of demand – for example, enabling user self-service and supporting peer-to-peer advice-giving and assistance via social media;
- more reliable, speedy, and precise handling of routine, repetitive tasks – allowing costly and scarce professional expertise to be targeted at cases which need judgement or at new and unexpected situations;
- faster access to, and sharing of, data between councils, customers, and partner organisations, avoiding the need to collect the same information many times over and saving time on research and information collation;
- new ways of working that potentially reconcile the goals of providing a better quality of customer experience while cutting costs.

4.3. As digital technologies become ever more pervasive and increasingly form part of people’s daily lives, it is essential that councils continue to exploit their potential. At the same time, ‘digital’ – often a catch-all for any use of digital, technological, and online services – is not a panacea for all ills, and should complement other approaches such as demand management, lean and systems thinking, and collaborative procurement. The needs of local citizens who are unable or unwilling to use this technology must also be addressed.

4.4. The APMG investigation looks to further understand how Staffordshire can take full advantage of new digital technology, tools and approaches, and apply this in innovative ways which leads to public service change which is more efficient and effective at meeting the needs of local citizens.
5. Improvement APMG Investigation 1

The scope and terms of reference for each APMG were agreed with Cabinet leads for the first investigation. The scope of the Improvement APMG initial investigation as agreed was to explore the following:

‘How do we increase the use of the digital channel and take advantage of advances in technology to enable more of Staffordshire’s residents to run local services, support each other and to be enabled and empowered take decisions that affect their local area?’

5.1. Improving Connectivity and Digital Use

5.1.1. It was recognised that many Staffordshire citizens are likely to have access to technology but don’t necessarily engage in the available channels. Members wanted to understand the reasons behind this and whether they link to aspiration and opportunity (time, capability, personal belief, behaviours, etc.) and whether the councils approach is representative.

5.1.2. Investigative research into understanding connectivity and digital use in Staffordshire conducted by the Strategy Team used Experian Mosaic socio-demographic profiling to identify the types of barriers to connectivity such as:

- households not having access to technology;
- households with lower general interest in using digital; and
- households less interested in conducting traditional affairs online.

5.1.3. The findings from the profiling identified the type of households, location and number of households which suffer from these barriers across Staffordshire. The most important characteristics identified in low connectivity households were:

- Those with elderly residents;
- Those in rural, isolated areas.

5.1.4. Although it was also stated that there are other households likely to experience barriers to connectivity in Staffordshire, such as:

- Those in short-term or temporary accommodation;
- Those with low or no overall literacy;
- Those with low or no digital literacy/skills;
- Those with lowest levels of fixed income;
- Those in homes with limited digital infrastructure (i.e. shared accommodation, hostels etc.).

5.1.5. Recommendations

5.1.5.1. The Digital Strategy and Smart County Initiative consider how to engage with these ‘hard-to-digitally-reach’ groups and look to encourage channel shifts in service use

5.1.5.2. Members to actively support ‘hard-to-digitally-reach’ groups in their areas and to signpost to the available advice and guidance
on how to use the Digital Channel, such as through assistance that is provided via libraries on digital upskilling and access to technology

5.2. Increasing Superfast Broadband coverage and take-up

5.2.1. In order to improve connectivity and therefore digital channel use the members of the Improvement APMG have engaged closely with the Superfast Staffordshire team to better understand the coverage and take-up of Superfast Broadband across Staffordshire and what more needs to be done.

5.2.2. The Superfast Staffordshire project is a partnership between Staffordshire County Council, Broadband Delivery UK (BDUK) and BT.

5.2.3. The aim of the Superfast Staffordshire partnership is building on the commercial rollout to bring superfast broadband, providing access to superfast speeds over 24mbps, to 96% of homes and business by 2018.

5.2.4. APMG members recognise the benefits of superfast broadband and how the project will look to provide superfast services to those areas and communities which would otherwise be missed by the commercial roll-out.

5.2.5. There are 2 distinct elements to the projects work –
- Infrastructure Programme – putting fibre in the ground
- Demand Stimulation Programme – raising awareness and increasing take-up of fibre services

5.2.6. The group recognised the significant progress that had been made in improving access to superfast broadband services across Staffordshire and Stoke-on-Trent, raising coverage from 70% in 2013 to 96% by the end of 2018 with significant improvement in difficult areas.

5.2.7. The focus of the project team is turning more towards understanding how we can support the final 4% of Staffordshire premises without access to superfast broadband, and how we engage with our residents and businesses to help them understand the benefits of superfast broadband.

5.2.8. The APMG was informed that currently there was no funding in place to address the final 4% which accounts for an estimated 16,500 premises of which 5,300 are thought to be businesses. These premises are currently not in the future plans of major service providers such as BT and Virgin as it would not be cost effective.

5.2.9. In order for the Superfast Staffordshire programme to become National Broadband Scheme (NBS) 2016 State Aid compliant and be able to access funding streams, such as Rural Development Programme for England (RDPE EAFRD) - Rural Broadband Infrastructure (RBI) funding, the Superfast
Staffordshire project team is undertaking a further Open Market Review (OMR), at address level with the threshold of 30Mbps rather than 24Mbps.

5.2.10. Once the OMR and subsequent four week Public Consultation have been completed, the intervention area can be defined. This will show the latest number and proportion of premises that do not have access to superfast broadband (suggested that this may show an increase to 5 or 6% of premises) and allow SCC to question BT and Virgin plans.

5.2.11. Once the intervention area has been defined an application for RBI funding could be made. Whilst the application was being appraised, approved and contracted the programme would need to undertake “open market procurement” for the delivery of the project.

5.2.12. The APMG questioned whether 5G would help address the final 4% but it was felt this was unlikely and currently a long way off. It was highlighted that in many areas Community Fibre Partnerships are proving difficult to establish due to the significant costs to residents and the fact that superfast broadband is free elsewhere. However, in Staffordshire the Superfast Staffordshire Community Fibre Partnership Support Fund has been successful in complementing the BT Community Fibre Partnership (CFP) initiative by providing match funding up to a maximum of 50%, thus reducing the community contribution to fibre broadband solutions.

5.2.13. The group raised concerns that some communities will not have the equity to contribute to fibre broadband solutions and therefore cannot benefit from the Superfast Staffordshire CFP Support Fund. This was acknowledged but it was highlighted that to provide full superfast broadband coverage it would cost an estimated £30 million.

5.2.14. The group felt that the CFP programme needed to be promoted more widely and that SCC should provide advice on the likelihood of communities being in the next wave of roll-out and if they are not in future plans provide guidance on local, part community funded solutions. An example of a potential is the Universal Service Obligation which gives consumers the right to request a connection, although this is recognised as a last resort as it may only provide speeds of 10mps and a maximum of £3,400 from the service e.g. BT. There is also the Better Broadband Scheme vouchers which contribute to the cost of local solution and can be pooled together by SME businesses and households.

5.2.15. Recommendations

5.2.15.1. The pioneering work of the Superfast Staffordshire Community Fibre Partnership Support Fund should be promoted at events such as LGA and MJ awards

5.2.15.2. The Superfast Staffordshire programme team should aim for 98% coverage (likely that OMR analysis will show that the 4% will increase to 5 or 6%), using a combination of the options suggested by the
Superfast Staffordshire team in the Final 4% paper, although likely that each area will need a bespoke approach

5.2.15.3. Superfast Staffordshire team to investigate potential for NFU engagement to support the roll-out of Superfast Broadband across rural and farming areas

5.2.15.4. Members need to champion Superfast Staffordshire and support local communities very closely and raise awareness of potential support available to improve broadband services, especially in hard-to-reach areas

5.3. Development of a Digital Toolkit

5.3.1. A key line of enquiry for the APMG has been to understand how technology is currently used by communities and how its use supports the way in which our communities connect and communicate with each other and how we (as an organisation) ‘do business’.

5.3.2. To understand this in more detail each APMG Member nominated a ‘community champion’ from their local area to provide insight into their work in establishing and supporting community causes.

5.3.3. Those champions were invited to participate in a workshop in early 2018 which was used to understand the challenges, barriers and gaps they face in connecting with their communities and local people and to identify how a digital approach can provide a universal offer of sustainable support that meets their needs.

5.3.4. The APMG determined that there should be the development of a ‘digital toolkit’ that will be a universal offer to support our communities in helping them to play a greater role in improving their local areas and the lives of the people within those communities.

5.3.5. It is envisaged that the ‘digital toolkit’ will help further galvanise the channel shift in Staffordshire to digital and also see more people helping other people in local communities which can help reduce the demand on front door public services.

5.3.6. The toolkit can also be used to help combat social isolation in our communities by generating increased social networks in local areas and community groups able to support the most vulnerable in our communities.

5.3.7. The Digital Team developed a ‘Digital Toolkit’ template based on the feedback from the Digital Community Champions workshop which the APMG helped further develop prior to it being tested at a follow-up workshop with the members community champions. This led to further development of the ‘Digital Toolkit with key areas covered including:
Appendix 3.2

• Core Skills
• Websites
• Social Media
• Mobile Apps
• Crowdfunding
• Design and Graphics
• Advertising and Marketing
• Security and Data Protection

5.3.8. The toolkit in part builds on the work done to date to transform more of what SCC does to the digital platform and the digital website is used to help raise awareness of the extensive work that the council does.

5.3.9. Recommendations

5.3.9.1. There should be a campaign (supported by the Communications Team) that will support the Countywide launch the toolkit.

5.3.9.2. Given the time and investment in creating the toolkit there should be the necessary resource made available to maintain and keep it up-to-date as new digital developments take place e.g. new social media platforms.

5.3.9.3. Members should use their local networks to promote the ‘digital toolkit’ to ensure the most people have access to the advice and guidance available to make the most of the digital channel.

5.3.9.4. Members to test the toolkit with community champions/groups and provide ongoing feedback to develop this further, for example Cllr Simon Tagg is working with Locality Action Partnerships (LAPs) in Newcastle to test the toolkit; Cllr David Smith is working with local parishes to test the toolkit; and Lee Bates, Tamworth Community CIC is using the toolkit and feeding back his further development thoughts.

5.4. Staffordshire County Council Website Review and Apps development

5.4.1. In addition to the ‘Digital Toolkit’ the APMG has also worked alongside the Digital Team to help further develop the Staffordshire County Council Website and provided input into new Apps development including amendments to the My Staffs App.

5.4.2. The APMG members, in part through feedback from their local residents, identified a series of developments which it was hoped would improve the user experience of the new platform and therefore encourage further use of the digital channel.

5.4.3. Recommendations
5.4.3.1. **Member promotion** of the new website and My Staffs app, as well as the opportunity to send suggestions for more digital development to digital@staffordshire.gov.uk

5.4.3.2. There will need to be effective **management of raised expectations** where customers expect an instant response to an issue – potentially need to develop automated responses.

5.4.3.3. The group felt that due to on-going **data size issues** the My Staffs App needed to be streamlined and the tiles reorganised to improve ease of download and use.

5.4.3.4. It was suggested that **dedicated apps for different services** needed to be looked at as a potential solution to the size issue, although this would be dependent on cost implications and the fact that the full app helps raise awareness of other services or potential interests e.g. volunteering.

5.4.3.5. As a part of the wholesale review of the Digital Experience within the Digital Citizen pillar, the website, satellite sites and accompanying MyStaffs app is reviewed to enhance **self-service and channel shift** as we move towards digital first and, eventually, a digital only offer for some services.

### 5.5. Smart Staffordshire Initiative

5.5.1. Throughout the investigation the APMG has been kept abreast of the Smart Staffordshire Initiative and any major developments which have occurred.

5.5.2. Particular developments of note during the investigation have included:

5.5.2.1. Smart Staffordshire paper is going to the LEP with contribution from Keele and Staffs Uni alongside other partners such as the Police;

5.5.2.2. Development of Data Institute to use data to inform decision making such as through the BRFC programme;

5.5.2.3. Increasing connectivity through supporting people with access in our public buildings and free WiFi;

5.5.2.4. Skills development is being looked at to improve local resident’s access to future digital jobs.

5.5.3. This has enabled the APMG members to remain fully aware of progress and therefore in a position to promote and raise awareness of the Smart Staffordshire Initiative within their local areas.

5.5.4. **Recommendations**

5.5.4.1. **Members to continue to champion Smart Staffordshire in their local areas**
5.5.4.2. **Members to help reach hard-to-reach groups in their communities and raise awareness of the skills required for future labour market opportunities in the digital sector**

6. **Conclusions**

The Improvement APMG has recognised the importance of new digital innovation in supporting more cohesive stronger communities and strengthening business growth and development in Staffordshire.

This initial investigation has identified a number of important developments, opportunities and recommendations to make the most of new digital developments and technologies which can help to drive digital change. These include:

- The Digital Strategy and Smart County Initiative should look to engage ‘hard-to-digitally-reach’ groups and that members have a vital role to play in supporting such groups in their local communities through effective IAG;
- Increasing Superfast Broadband coverage and take-up will be crucial to ensuring that all citizens are connected and have the opportunity to utilise the digital channel, with further strengthening of partnership working and championing of Superfast Broadband by members crucial to achieving this priority;
- The development of a ‘digital toolkit’ which can be utilised by our citizens to take social action and become more connected, well informed and able to share their experiences more effectively to influence local decision making and help other people;
- Staffordshire County Council is well placed to encourage channel shifts in service use by ensuring that our digital channels are accessible to all and provide the best possible service and customer experience, to this end the investigation recognised the need for ongoing refinement of our website, apps and other digital service developments;
- Smart Staffordshire is recognised as an important driver for digital change and members are actively involved in promoting this initiative and the range of developments it is progressing.

It is hoped that the developments and recommendations from this initial investigation will help transform services and improve the opportunities for our citizens to be socially engaged and play an active role in the achievement of better outcomes for themselves, their families and the wider community.

*Cllr Mike Sutherland, Cabinet Member for Finance and Cllr Simon Tagg, Cabinet Community Support Member and Chair of Improvement APMG*
Cabinet – 16th January 2019

Executive Response to the Final Report and Recommendations of the Innovation All Party Member Group

Recommendations

1. That the Cabinet receives and considers the formal responses of Portfolio Holders to the recommendations of the Innovation All Party Member Group up, which has identified a number of issues for Cabinet to consider.

2. That the Cabinet considers the content of the accompanying outline action plan.

3. That, pending Cabinet consideration, the outline action plan and implementation of any recommendations is shaped further, implemented and monitored on behalf of Cabinet, on a six monthly exception basis, until all has been fully implemented as necessary.

Report of Portfolio Holders; Cllr Alan White, Deputy Leader and Cabinet Member for Health, Care and Wellbeing, Cllr Mark Sutton, Cabinet Member for Children and Young People and Cllr Gill Heath, Cabinet Member for Communities

Summary

What is the Cabinet being asked to do and why?

4. The Cabinet are asked to receive and consider the initial response to the report and recommendations of the Innovation All Party Member Group, shape the outline action plan further and to make arrangements to monitor the plan for implementing the recommendations as necessary on behalf of Cabinet. This will make sure that action is taken and delivers the intended outcome.

Report

Background

5. The Innovation All Party Member Group undertook a review into ‘How do we promote children’s emotional and mental wellbeing to reduce referrals to specialist services at Staffordshire County Council and other partners by intervening earlier to ensure better long-term outcomes?’

6. The findings and recommendations of the Innovation All Party Member Group investigation were submitted to Cllr Alan White, Deputy Leader and Cabinet Member for Health, Care and Wellbeing, Cllr Mark Sutton, Cabinet Member for Children and Young People and Cllr Gill Heath, Cabinet Member for Communities with a request for their initial response

7. Attached as an Appendix to this report is a table setting out:
a. each of the recommendations;
b. the organisation/lead member or officer;
c. the action proposed (or already taken) in response to the recommendations; and
d. a suggested deadline for completion.

Community Impact

8. The All Party Member Groups were established to support the council’s long term ambitions and putting forward proposals on how public services in Staffordshire could address community issues that arise over the medium to long term, therefore they can have an impact on all communities in Staffordshire and all resident groups.

Contact Officer/s

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Telephone No.: 07815 827727
Address/e-mail: Keith.Luscombe@staffordshire.gov.uk

List of Appendices/Background Papers

Appendix 4.1 - Executive Response Outline Action Plan
Appendix 4.2 - Innovation All Party Member Group Report
### Appendix 4.1 - Innovation All Party Member Group– Executive Response Action Plan

**Cabinet**  
16<sup>th</sup> January 2019

<table>
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<tr>
<th>Recommendation</th>
<th>Proposed action (or action already taken)</th>
<th>Lead Member/Officer</th>
<th>Deadline</th>
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<tr>
<td><strong>No.1</strong></td>
<td>Communications and links between the three area’s reviewed (Community, Schools, Public Sector) need to be improved. It is essential that if communities and schools are going to be the back bone and social core of improvements in children’s and families' wellbeing, that communications are improved as soon as possible.</td>
<td>Staffordshire’s Children, Young People and Families Strategy (2016 – 2026) and delivery plan to continue to drive key links and communication. This will be driven through the Families Strategic Partnership Board and Executive Group as well as Place Based Approach District Governance.</td>
<td>Mick Harrison / Cllr. Mark Sutton</td>
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<td><strong>No. 2</strong></td>
<td>Strengthening elected members role within communities to support the People Helping People agenda and Place Based work.</td>
<td>Elected members should be encouraged/ enabled to promote a sense of community and citizenship through strengthening community assets and facilitating these assets to work together e.g. schools, and local community groups. Cabinet Community Support Members to champion this with wider Members.</td>
<td>Andrew Donaldson / Janene Cox / Cllr Gill Heath</td>
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<td><strong>No.3</strong></td>
<td>Through the (Community and) Digital First programme and Staffordshire Connects ensure information advice and guidance is accessible and user</td>
<td>Ensure that through Information, Advice and Guidance work and (STP) Emotional Wellbeing Strategy, that Information, advice and</td>
<td>Andrew Donaldson / Natasha Moody / Cllr Gill Heath /</td>
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<td>Recommendation</td>
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| No.4 Improve access to training and support to children, parents and professionals to raise awareness of the protective factors that encourage good emotional health and wellbeing and appropriate early intervention strategies. | Access to emotional wellbeing training and support to be explored, including through:  
• potential ‘trailblazer funding’  
• Earned Autonomy work with district and borough councils to develop training  
<p>| No.5 To build on the work being carried out through the place based approach and SCVYS, which is delivering social and activity improvements within many communities. It is recommended that an assessment of current assets and facilities and community groups (including schools), could be carried out by members and community officers with the support of SCVYS, | Consider this potential option alongside wider ‘asset mapping’ approach being developed linked to People Helping People and Place Based approach. | Andrew Donaldson / Natasha Moody / Cllr. Gill Heath | April 2019 |</p>
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<tr>
<td>Support Staffordshire, parish, town and district/borough councils, to see where ‘gaps’ in social and activity support may exist. This could then be the basis of local and district strategies that could be supported by the 8 cabinet community support members.</td>
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<td><strong>No.6</strong> Continue to support the work through of Staffordshire County Council’s commissioned work programme e.g. the Family Health and Wellbeing Service, children’s centres, early years settings and other community based programmes to support good parenting with a particular emphasis on early years. Links with other providers such as the OPCC and the NHS should also be utilised.</td>
<td>Ensuring through performance management of contracts and relationships / working arrangements with partners that the outcomes of ‘good parenting with a particular emphasis on early years’ are achieved.</td>
<td>Tilly Flanagan / Natasha Moody / Cllr Mark Sutton</td>
<td>Complete (quarterly monitoring ongoing)</td>
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<td><strong>No.7</strong> The APMG report should be shared with the STP and other emotional wellbeing groups across the county. These groups should be encouraged to recognise the ‘worth’ of prevention</td>
<td>APMG Report to be shared the STP to inform thinking and approach around emotional wellbeing, particularly regarding the STP Mental Health Workstream.</td>
<td>Tilly Flanagan / Divya Patel / Cllr Alan White / Cllr Mark Sutton</td>
<td>Complete</td>
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### Appendix 4.1 - Innovation All Party Member Group– Executive Response Action Plan

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<td>and the positive impact that community assets have in increasing the protective factors and reducing the risk factors associated with emotional health and wellbeing.</td>
<td>Ensuring that the (STP) Emotional Wellbeing Strategy development and approach ensures full engagement with key stakeholders and select committees, as necessary.</td>
<td>Liz Mellor / Cllr. Alan White</td>
<td>Complete</td>
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<td>No.8 To improve ‘internal’ links across both the health committees and potentially add the community and voluntary sector looking after children’s activities in each district/borough to the internal Safer and Stronger committees currently reporting to both the district and county councillors.</td>
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Innovation All Party Member Group Report

1.0 Foreword

I would like to thank all the APMG innovation members, the officers, the many participants and the cabinet members who have taken part in one or more of the three main sections and the research project that has taken place over the last nine months or so. In addition I would like to thank the schools, community groups and services, and the officers and staff who commissioned and/or commission many services currently being used in Staffordshire, for coming to meetings or completing the simple questionnaires we used. All have given up their time to provide information to allow us, as a group, to look at good practice, where there may be ‘gaps’ and overall to look at improving the wellbeing and mental health of young children and their families in and around Staffordshire.

This report is an overview of what is a complex picture relating to emotional well-being and mental health services being delivered and developed in Staffordshire. It is not a full list of all the services and approaches currently being utilised and adopted in Staffordshire. It covers two of the outcomes, three of the priorities and all four of the enablers in the county councils Strategic Plan.

It has been a wide ranging overview process, we believe there around 1,000 community groups, schools and public sector initiatives currently providing some aspect of services that effect children’s mental health and well-being in many different geographic areas that the council does not have direct ‘control’ of and limited financial influence. We think we had input from around 5-8% of these organisations and don’t forget parents.

It should also be noted that this study has involved many services, responsibilities and developments across five different cabinet portfolio’s and many ‘external’ organisations from the NHS and the OPCC, to church groups, sports clubs and youth clubs, along with all three tiers of local government. The group did take some time out to look at the response to a green paper to try and become a ‘trailblazer’ for good and improved mental health services across Staffordshire.

We hope that this report will give Cabinet a better understanding of the issues around children’s well-being and mental health in Staffordshire and that this report will help in the development of future strategies in dealing with the issues we have observed.

Many, if not all, of the members of this APMG, have their own experiences and expertise relating to well-being and mental health, which they have used during this study. Please see some of their statements below:-

- Cllr Bryan Jones: As a former Police inspector and now vice chair of the Corporate Parenting Panel, I fully recognise the impact that poor mental health and emotional well-being has on children and young people. It increases considerably the risk of them becoming involved in the criminal justice system, attaining poor education results and renders them far less likely to be in employment, further education or training. This APMG has identified a number of key recommendations relating to early intervention, all have the potential to
significantly improve the mental health and emotional well-being of children and young people.

- Cllr Bernard Peters JP: Early intervention in support of complex safeguarding projects working with children and young people with emotional well-being and poor mental health issues will play a significant part in keeping them out of the youth justice system.

- Cllr Ann Edgeller: Being the Mental Health Champion for Staffordshire and a member of the Corporate Parenting Panel, I am therefore pleased that the APMG Innovation Group had been given the work to undertake the task for children, and I am proud to have taken part in this exercise. The report, I am pleased, reflects the fact we must help children at an early age, if we are to achieve our endeavours. If we don't give them the early help where required, all aspects of their future life will reflect this. This also makes fiscal sense, as it will help save money for the CCG's and the NHS in the long term, when the costs will be higher, with the problems more entrenched later in life. Let's also reflect on the new born, when some mothers are suffering from postnatal depression and anxiety and need specialist help. I speak from the experience of a mother of a child that was totally failed by the 'system'.

- Cllr Ron Clark: Having been a councillor and school governor for 15 years, 10 years as Chair, I have witnessed the need for more support and help in mental health and emotional well-being of children; this has resulted in children attaining poor education results and in the long term made them vulnerable later on in the community. I have had the opportunity through the APMG to see the many changes which have taken place through the emotional well-being and mental health services being delivered. I hope this report will go forward to share best practise and help to continue the improvements across Staffordshire.

- Cllr Johnny McMahon: The NHS is a misnomer. It is a Sickness not a Health Service. It does a great job in looking after us when we are ill but is behind the times and somewhat autocratic in promoting a healthy life. It is deeply hierarchical in structure and therefore finds networking with other agencies in any meaningful way difficult. Thus it is very slow to change. It is, therefore, important to recognise this culture when engaging with the service. I write this as someone who loves the ethos of the NHS and who committed thirty years of my working life to the organisation and have met a large number of highly committed and passionate individuals at all levels in its ranks. Notwithstanding it is only right to recognise its limitations.

It has been my privilege to chair the meetings with enthusiastic people and members discussing these important issues and best practices.

**Cllr Keith Flunder, Chair – Innovation APMG**

### 2.0 Purpose of the report

The agreed scope of the APMG’s investigation is:

> “How do we promote children’s emotional and mental wellbeing to reduce referrals to specialist services at Staffordshire County Council
and other partners by intervening earlier to ensure better long-term outcomes?"

The purpose of this report is to provide an overview of the key findings from the Innovation All Party Member Group’s investigation on children’s emotional wellbeing alongside some proposed recommendations for Cabinet to consider.

3.0 Introduction

The mental health of all children is important. Good mental health allows children and young people to develop the resilience to cope with whatever life throws at them and to grow into well-rounded healthy adults. Research suggests that around half of adults with long-term mental health problems will have experienced their first symptoms before the age of 14, 75% of lifetime mental illness arises by the mid-20s. In addition around 40% of young people are thought to have experienced at least one mental disorder by the time they reach 16.¹

Mental illness and poor emotional wellbeing in children and young people is also associated with poor educational attainment, increased numbers not in education, employment or training, disability, offending and antisocial behaviour. Prevention and early intervention can also reduce demand on schools, the youth justice system and children’s social care services.

Things that can help keep children and young people mentally well include²:

- being in good physical health, eating a balanced diet and getting regular exercise;
- having time and the freedom to play, indoors and outdoors;
- being part of a family that gets along well most of the time;
- going to a school or education setting that looks after the wellbeing of all its pupils; and
- taking part in local activities for young people.

Mental health is important to our children and young people - during 2017, almost 6,650 young people aged 11-18 in Staffordshire (equating to 8% of this age group) took part in the UK Youth Parliament (UKYP)’s annual Make Your Mark public survey. The 2017 results found that Staffordshire children identified mental health as the second most popular issue they would like to see the UKYP campaign further; this compares with it ranking fourth across England as shown in Error! Reference source not found.

Figure 1: Results from Make Your Mark, 2017

¹ Joint Commissioning Panel for Mental Health, December 2015
4.0 Summary of investigation activity

Good mental health and emotional wellbeing is everybody’s business and therefore the investigation was extensive and involved engaging with a wide range of stakeholders and also cuts across our enablers. As part of the investigation the following activity has been undertaken by members of the APMG:

- **Schools workshop** - this took place on the 9th January 2018 with key school representatives such as head teachers and key staff involved with emotional wellbeing issues from primary and secondary schools across the County to understand some of the key challenges they were facing, gather good practice and also identify areas where there were perceived gaps.

- **Community workstream** - a workshop took place on the 6th March 2018; this involved two sessions; the first with key stakeholders from a range of voluntary and community groups such as children centres, leisure centres and Burton Albion Football Club across the county and the second with both members and officers whose key role is working with local communities. The second session also involved a presentation from Staffordshire Council of Voluntary Youth Services (SCVYS). In addition to this APMG members gathered insight by visiting community groups within their localities.

- **Engaging with children and young people** – with the support of SCVYS, APMG members visited a number of settings during the week commencing 16th April.

*Source: Make Your Mark 2017, Results Report, United Kingdom Youth Parliament*
2018 to gather the views and experiences of children and young people in Staffordshire.

- **Public sector workshop** – the final part of the investigation was to gather views from public sectors providers and commissioners through two sessions held on the 9th May 2018 as well as through a short survey with stakeholders who attended one of the two sessions post workshop.

The work of the APMG has also coincided with a number of related activities which are integral to this work as shown in Error! Reference source not found.:  

- **Development of a children’s emotional wellbeing strategy** – a new strategy is being developed across Staffordshire and Stoke-on-Trent which will focus on prevention and early intervention as well as ensure that children in crisis are supported through the principle of the THRIVE model through a partnership approach.

- **Development of an emotional wellbeing Joint Strategic Needs Assessment (JSNA)** – this was commissioned by Staffordshire’s Family Strategic Partnership (FSP). It was therefore agreed at the initiation of the investigation that the scopes of these two pieces of work should align with a summary of key findings included within this report.

- **Publication of the Green Paper Transforming Children and Young People’s Mental Health Provision** - during the investigation, a Green Paper was published. The APMG used the evidence they had gathered to date to support a response to the Green Paper. As such the APMG has contributed to a corporate response to the consultation as well as feeding back directly as an APMG.

The APMG has met on a number of occasions to plan and discuss the investigation and emerging findings and also used these opportunities to listen to officers and stakeholders who are experts in the field. Throughout this process APMG members have continually brought back to the group insights from other related activities they have been involved in during the duration of the investigation such as Earliest Help Showcase Events and committees such as Corporate Parenting and Safer and Stronger Communities. The APMG Chair has also been involved in a Citizen’s Jury Panel for Adult Mental Health organised by the Clinical Commissioning Groups (CCGs) in the north of the county.
5.0 Summary of key findings from the investigation

5.1 Schools Workstream

There were common themes around parenting and family issues such as parent’s mental health and wellbeing as well as the importance of school readiness, resilience and grit and social media which impacts on a child’s emotional wellbeing needs (Figure 3). Referrals to CAMHS have been increasing and there are perceived issues with waiting times. However, those schools which had a better relationship with CAMHS felt they had better communication between themselves and CAMHS and also a better understanding of thresholds and eligibility criteria for referring and accessing specialist services.

Figure 3: Issues and concerns around emotional wellbeing identified by schools
There was some good practice across the county; however there was acknowledgement that there was variation between schools and districts/boroughs with all members agreeing that we need to be more proactive rather than delayed and reactive. It was also recognised that there is not one overall answer for schools and a wide range of support would be the best approach. Some options for further development include:

- Training and awareness at all levels for teachers, governors, parents as well as children, at all ages throughout their time at schools and colleges.
- A need to developing a sense of community and citizenship
- Developing and supporting community networks for sharing ideas and approaches across Staffordshire through the Place-Based Approach

5.2 Community workstream

Some of the common issues identified from this workstream included access to resources such as venues, funding and having adequate number of skilled/trained volunteers. Family issues were also a common concern, particularly where parents had issues and/or were unable to provide positive role models. Linked to the family environment were children’s own anxieties, many of which were impacted by their parents, home environment and/or their school environment.

Communities provided some good examples of activities which were already available to support children and these included physical activities for both children and their parents. Successful examples of partnership working, groups and training provision which had supported children’s emotional wellbeing were also shared by the group.

Some options for additional support needed in the future include:

- More activities, events and courses to support children’s emotional wellbeing; communities felt these could be supported by schools and entrepreneurs.
- Resources; understanding how to access these, ensuring they are directed into the right funding streams and recognising the limits to these. Also knowing how to support new resources and sustain volunteers in the longer term.
• Finding new ways to engage with hard to reach groups and improving communications; for example signposting parents and their children to support and also sharing good practice of parent’s experiences.

Figure 4: Additional support needs identified by community groups for children

5.3 Engaging with children and young people

Members engaged with three groups of children and young people during April 2018. The key issues identified by children and young people as shown in Figure 5 were:

• Access to local activities and/or improved knowledge of what was going on in the area, e.g. organised sport; youth clubs to meet up with friends
• Bullying; some children felt their concerns were not listened to by teachers
• Feeling safe within the community; generally linked to other children and young people ‘fighting’ or ‘hanging around in big groups’
• Relationships; with family or friends
• Other issues included; isolation, exam pressures; lack of self-confidence brought about by social media and suicide

Figure 5: Issues identified by children and young people
Children and leaders identified what would help them; many of these complement the county council’s enablers in terms of networks and people helping people approaches as well as the partnership place-based approach:

- **More local activities** (age-gender specific as appropriate); also for these to be available outside of school hours and during school holidays; safe environment / facilities to play and be active
- **Better connectivity and communication** about other groups and events that are going on within their community (and also further afield)
- **More volunteers** including parents; access to support on how to fund-raise to help sustain activities
- **More training and awareness** including mental health issues; also personal training plans for volunteers to help with their own development and CVs
- **Pooled resources** across localities, for example minibuses and DBS training

5.4 Public sector workstream

Participants identified the importance of the family and school environment as the main drivers for good emotional wellbeing. Service provision was also a common theme/concern for participants. Early help, training and awareness, parenting strategies and access to appropriate support were identified as being the opportunities for improving emotional wellbeing (Figure 6).

**Figure 6: Opportunities for improving emotional wellbeing**
Emotional wellbeing was recognised as being everybody’s business and there was recognition that we should be harnessing the expertise within providers. Some of the ideas from general discussion for development included:

- Development of a **parenting strategy** for Staffordshire; good parenting is known to be one of the root causes for children requiring specialist support; the strategy should connect to the new emotional wellbeing strategy as it cuts across all children outcomes
- **Raising the profile of wellbeing/wellness** through Digital and People Helping People or Children helping Children strategies, for example use of digital apps, videos, blogs and buddying
- **Education, training and awareness** – rolling out “mental health first aid” to everybody; including **safe use of social media**. Schools may be able to train and help each other, developing emotional and wellbeing intelligence through scenarios which children will be interested in, for example ‘Starfleet Academy for humans’ or use of sci-fi scenario.
- Developing **local community activities** suitable for all ages, for example swimming for an hour or supporting children (and parents) to run/walk a mile a day
- **Lobbying government** for more funding for children’s health and wellbeing and also developing the national curriculum to be a “curriculum for life”

5.5 **Summary findings from the emotional wellbeing JSNA**

Understanding the emotional wellbeing and mental health needs of children and young people is important if we want to improve their wellbeing and life chances. The needs assessment was commissioned by the Family Strategic Partnership to inform prevention strategies and approaches across the county as well as the children’s emotional wellbeing strategy.

A child’s relationship with their parents (or carers) has a major impact on the child’s social and emotional development. Likewise parents' ability to provide a nurturing relationship depends on their own emotional and social wellbeing which can depend on a range of factors, for example, the family environment, their social networks and employment status.
Our knowledge on the prevalence of poor emotional wellbeing and mental health disorders is limited. Many national estimates come from out-dated national studies and will be updated post the publication of the new child and adolescence mental health prevalence survey later in 2018. Around 10-15% of mothers during pregnancy have mild to moderate depression; 3% of pregnant women have severe depression. The prevalence of poor social and emotional development at early years, assessed through local data from health visitors and teachers at school entry, is thought to be around 10-30% with significant variation between localities.

School nursing data found that around one in four children aged 11-12 in Staffordshire have an emotional wellbeing issue. National prevalence suggests around one in ten school-aged children (aged five to 16) have a diagnosed mental health condition. The prevalence of mental health disorders in young men aged 16-24 is 10% but much higher for young women at 28%. Around 640 children and young people in Staffordshire were admitted to hospital due to self-harming in 2016/17 with rates between 2015/16 and 2016/17 falling slightly.

Based on our estimated numbers of school-aged children with emotional, conduct and hyperkinetic disorders short-terms costs to the public sector in Staffordshire and Stoke-on-Trent are £35 million with long-term societal costs in the region of around £52 million. Poor mental health and wellbeing is not evenly distributed in the child or adult population and some children and young people are at higher risk of developing a mental health condition (Error! Reference source not found.). The prevalence of poor emotional wellbeing and mental health is higher in vulnerable groups such as those living with a parent with mental illness, those living in toxic family environments, looked after children, offenders and children with special education needs or learning disabilities.

Figure 7: Estimated mental health prevalence for vulnerable groups
Factors that impact on children’s emotional wellbeing relate to the individual child and family circumstances as well as factors relating to the school and within community and wider environment. A child's relationship with their parents (or carers) has a major impact on the child’s social and emotional development. Likewise parents’ ability to provide a nurturing relationship depends on their own emotional and social wellbeing which can depend on a range of factors, for example, the family environment, their social networks and employment status. School factors such as bullying (including cyber bullying) and peer pressure are also thought to be common. Many children will have more than one risk factor and their risk of having poor emotional wellbeing is increased. Whilst not all children who experience these factors will go on to develop mental health problems more can be done to mitigate the level of these risks and build the resilience of children and young people from an early age.

However these factors are similar to the root causes of many of the health and wellbeing issues that children face and should therefore solutions should be incorporated into wider whole system solutions such as place-based approaches.

Source: Joint Commissioning Panel for Mental Health, December 2015
The current service model for mental health services for children is felt to be too fragmented and provision variable across the county. There is less support at the lower end of the spectrum which is putting pressures on the most costly specialist NHS services.

Children and young people identify a number of barriers that exist in relation to services; they had little knowledge about mental health services and where to go to access help, they feel there was a stigma attached to mental health, feel embarrassed by the topic and would not feel comfortable approaching a professional for support. They also acknowledge a greater promotion of available services and more education around mental and emotional wellbeing is required.

The majority of practitioners were confident in identifying when a child or young person has emotional wellbeing needs and dealing with low levels of emotional wellbeing and knew how to get more specialist support if required. They were however less confident in knowing how to access or signpost children and families to locally available community solutions or networks of support.

Some of the common themes from the practitioner survey are: accessible support and access to appropriate resources, better communication, training and improved knowledge and partnership working. They also acknowledge the importance of nurture, positive relationships and the child and family environment. The top three priorities identified by practitioners were: accessible support, nurture and training.
Emerging priorities from the JSNA:

- **Training and awareness** for children, parents and families and communities on how to recognise and cope with emotional wellbeing needs. This will support being able to identify and building appropriate coping and resilience strategies that promote emotional wellbeing. Training for school staff is reinforced in the Green Paper.

- Building resilience of children and young people through supportive and consistent parenting through a nurturing, stable and safe environment, particularly in **early years**

- Addressing **family and parental issues** such as worklessness and low incomes, domestic abuse, alcohol and substance misuse and parental mental ill-health, will have long-term impact on improving the emotional wellbeing of children and young people. Many of the root causes that predispose to poor emotional wellbeing and mental health such as poor parenting and poverty are the same as those leading to wider health, care and wellbeing issues such as looked after children and offending behaviour; therefore solutions should be incorporated into wider **whole system solutions** to have maximum impact.

*Note: A full copy of the emotional wellbeing JSNA can be accessed via: [https://www.staffordshireobservatory.org.uk/publications/healthandwellbeing/yourhealthinstaffordshire.aspx](https://www.staffordshireobservatory.org.uk/publications/healthandwellbeing/yourhealthinstaffordshire.aspx)*

### 6.0 Conclusions and recommendations

Through the investigation the APMG has raised the profile and importance of children’s emotional wellbeing with a wide range of stakeholders across the county. The soft intelligence gathered from the investigation will be used by officers developing the emotional and wellbeing strategy for children. The key emerging issues from the investigation are summarised in Table 1.

The APMG feel that communities should be at the heart of supporting all children and families dealing with emotional, behavioural and physical wellbeing issues. The findings also highlighted the importance of early help (pre-school and primary schools) to help prevent children from escalating into more serious mental issues later in life. Schools also have a key role in promoting good mental health and wellbeing, both within their own schools and in their ‘local’ communities.

**Table 1: Summary of High Level Recommendations**

- **Building resilience of children and young people**: through supportive and consistent parenting through a nurturing, stable and safe environment; particularly in **early years**.

- **Improving access to information, training and awareness resources**: including guidance for children, parents, teachers, communities and front-line practitioners, possibly in the form of a digital app or resource.

- **Improve access to activities and groups for as many children as possible, during the school holidays**: both the support structures within schools and most community voluntary clubs and groups currently close
during all the school holiday periods.

- **Need for positive messaging**: particularly around body image, social media and gaming use, with the inclusion of five ways of improving children’s and families wellbeing.

- **The risk and protective factors of emotional wellbeing** are similar to the root causes of other children outcomes and therefore a **whole system approach** should be taken in reducing levels of poor emotional wellbeing, for example through strengthening existing assets within communities, developing a sense of community and citizenship with links to the place-based approach.

### Recommendations

Further to the above, and in support of these, a range of further general recommendations are outlined below. In addition more detailed recommended actions can be found in Appendix A1. These may be helpful to inform emerging plans and strategies that aim to address the emotional health and wellbeing needs of children and families.

1. **Communications and links** between the three areas reviewed need to be improved. It is essential that if communities and schools are going to be the back bone and social core of improvements in children’s and families’ wellbeing, that better communications are instigated as soon as possible. Children themselves and some religious representatives told us that improved links between social, activity and sports clubs would increase children’s and families’ social connections and thus improve their overall mental wellbeing.

2. **Strengthening elected members role** within communities to support the People Helping People agenda and Place Based work. Elected members should be encouraged to utilise their Community Funds to promote a sense of community and citizenship through strengthening community assets and facilitate these assets to work together e.g. schools, and local community groups.

3. **The development of an app or range of apps**, perhaps based around the community assets in each district. Through the digital first programme and Staffordshire Connects ensure information advice and guidance is accessible and user friendly to encourage children, parents, practitioners and professionals to use.

4. **Improve access to training and support** to children, parents and professionals to raise awareness of the protective factors that encourage good emotional health and wellbeing and early intervention strategies.

5. **To build on the work being carried out** through the place based approach and SCVVS, which is delivering social and activity improvements within many communities. It is recommended that an assessment of current assets and facilities and community groups (including schools), could be carried out by members and community officers with the support of SCVVS, Support Staffordshire, parish, town and district/borough councils, to see where ‘gaps’ in social and activity support may exist. This could then be the basis of local and district strategies that could be supported by the 8 community support members.
6. Continue to support the work through of Staffordshire County Council’s commissioned work programme e.g. the Family Health and Wellbeing Service, children’s centres, early years settings and other community based programmes to support good parenting with a particular emphasis on early years. Links with other providers such as the OPCC and the NHS should also be utilised.

7. The APMG report should be shared with the STP and other emotional wellbeing groups across the county and encouraged to recognise the ‘worth’ of prevention and positive impact that community assets have in increasing the protective factors and reducing the risk factors associated with emotional health and wellbeing.

8. To improve ‘internal’ links across both the health committees and potentially add the community and voluntary sector looking after children’s activities in each district/borough, to the internal Safer, Stronger committees currently reporting to both the district and county councillors. An awareness of these reporting processes and links could be beneficial to Town and Parish councillors as well.
Appendix A1

Detailed recommended actions

Schools

Schools are a key part of children’s lives and ideally placed because of the contact time spent in care of the schools can make the biggest difference. Through the investigation there was some good practice identified across the county to try and reduce the number of pupils with behavioural and disruptive tendencies. The main focus of most of the following recommendations is to try and provide assistance to the pupils and the parents at the earliest opportunity. We believe that, although it is important to provide support for older children as well, that the main focus should be on assisting primary schools and pre-school care and play groups.

- **Roll-out of Multi-Agency Centre (MACs) to other areas; pilot out-of-school hours:** MACs were relative cheap with an evaluation showing it had been effective in Tamworth. The Chase View Support Centre in Cannock Chase has proven to enhance the emotional health and wellbeing of their students; it was however noted that the Newcastle MAC has proven to enhance the emotional been less successful and therefore the design of MACs was crucial to suit individual localities; school holidays were also noted as a period when many children fall back into poor wellbeing and therefore we recommend a pilot around the MAC model concept (for example run by community) to be undertaken during school holidays.

- **Mini or linked MACs within primary schools:** this could be specialised trained staff or teachers along with the support of school nurses and the access to a quite or study room(s) would be considered a minimum requirement.

- **The enhanced link between primary, middle and secondary/high schools to their local communities and activities:** is also considered good practice and a must for both the children, but most importantly the parents and families. The idea of promoting all pupils to have interests within their own local communities would provide a wider base and peer group and support the very charity groups that some of them may need the use of later in their lives. This approach could then also lead to access to schools playing fields and other school facilities that would assist some local groups develop and grow their activities and training volunteers.

- **Providing schools with information on what a core minimum offer of emotional wellbeing should consist of:** elements of this could be embedded within Personal, Social, Health and Economic education (PSHE). It would also be useful to provide some advice of the timing of these sessions, i.e. start of school year and near exam times when children are known to experience higher levels of poor wellbeing. Perhaps additional sessions on mental well-being and access to local groups, could be run with parents during the early weeks of each year?

- **Promotion and roll out of mile-a-day / other physical activity:** some schools were already doing this; there were also gaps noted during school holiday which may be plugged through leisure or other groups and enlarging the SPACE or similar programmes.

- **To ensure the development of PTA or other parent groups in all primary schools:** to enhance the role of parents in the awareness of locally based activity groups and potentially to arrange ‘open’ evenings for parents and families not just
to report on the children’s academic achievements, but linked to appropriate sporting and other clubs and/or religious groups. These could include award evenings and perhaps short presentations on mental health and on-line dangers? This could also support the idea of accessing externally trained mentors from suitable groups.

- Children (and parents) need to also be educated on social media and adverse impact on emotional wellbeing. Perhaps the use of an on-line video about ‘good news’ mentors regarding their resolved mental health issues and access to a virtual community ‘HUB’ app would also help connections between schools and communities.

- Supporting primary and secondary schools to identify a designated lead for mental health and wellbeing; this person should be available for children to discuss in confidence about their anxieties and emotional wellbeing issues.

- It is noted that some primary schools are not necessarily in ‘strong’ feeder or partnership groups to help in the handover issues between schools. These issues need to be identified to reduce the pressure on young pupils and parents.

- Promote access by ‘external’ community leaders such as the local PCSO and councillors to normalise the idea of schools being part of the community. This could include delivering part of the schools PHSE programme.

- There is variation across the county in terms of pupil premium payments. Those schools who receive a higher percentage of pupil premium payments should be prioritised for support.

**Community offer**

The investigation suggests there are currently some gaps across the county in terms of communication (e.g. knowing what is out there within localities) and connectivity of local groups with each other. The community offer should involve all public sector organisations including district/borough, town and parish councils as well as the police and fire services.

- **Strengthening elected members role within communities** - this involves influencing how elected members spend their community funds and building relationships of members with local schools and communities as well as working to extend the volunteer base volunteers and support from parents.

- **To provide courses and qualifications for volunteers and parents**; both to be aware of mental health issues (similar to the current dementia training course), but if possible to provide a specialist course to support the use of volunteers in mentoring and supporting staff at the MAC’s and children centres.

- **Support the development of more ‘early years’ children groups**; possibly with connections to children centres and involve parents, schools, community centres, and youth clubs. Similar to and including Beavers and Rainbows.

- **Continue to support the place based approach in each district**; focusing on some communities to develop groups and activities to strengthen community resilience and build links with schools and community centres. Perhaps the district based Safer Stronger groups could include representatives from community centres and groups, as well the county, district/borough, police, coordinators etc.
• All members to actively promote the **Community ‘Activity Hub’ concept** (currently called Staffordshire Connects). Members should also ensure that any physical community hubs within their area are also promoted. This could be a new improved app, perhaps developed on a district basis and with the support of SCVYS and Support Staffordshire.

• **Strengthen links between community groups:** Children themselves asked for more variation and to see if links between groups in different areas could be arranged such as scout groups and between youth clubs and sports clubs. In addition to widening young people’s experience and peer groups this could also provide volunteers with more options and experiences.

• Embedding the **Staffordshire Community Day** in each of our major towns. Members to support and develop the days to become real community action days with local events. These could provide links between schools, the local authorities (district/borough, parish and town councils), religions, community groups and services. They could take the form of:- fairs and fetes, mixed sports open days, a touring festival around each district, gaming events, Christmas light switch-on’s, music events, club days etc. All could be used to promote the services and facilities in each area and also provide fund raising opportunities. Perhaps an award evening based around the chairman’s role could also be organised?

**Public Sector**

**Interface between LA and NHS**

*“The NHS is currently a sickness service but needs to be a health/wellbeing service”*

The NHS was noted as being a “sick or illness service”, i.e. it treated people when they were ill and didn’t routinely promote health.

• Further work needs to be done with NHS partners to recognise the value of universal services; and also awareness of community and voluntary sector assets within their local patch. Evidence suggests that social prescribing leads to a range of positive health and wellbeing outcomes. **Social prescribing** enables GPs, nurses and other primary care professionals to refer people to a range of non-clinical services within the area. This model should be extended to include children and young people.

• The APMG report should be **shared with the STP** and other emotional wellbeing groups across the county.

• **Combined financial approach:** To work with ‘external’ partners such as the NHS, the OPCC, district/borough, town and parish councils to look at combined funding strategies to support the development of ‘universal services’ within communities and schools to fill the identified gaps within each community. On a district/borough basis. This may not be a statutory requirement for Staffordshire County Council, but we believe that this approach will have a positive impact on the children services and mental health services across the county.

**Digital offer**

• Help community groups to take advantage and gain **support from commercial/business**, for example registering with **Microsoft’s Non-profit Portal**
to take up offers which support empowering people and communities in terms of the digital offer. Look at digital training through schools for parents and some children, during which ‘registered’ local activity groups and sports clubs can be promoted. Perhaps as part of the PHSE timetable out of school hours so parents can attend some sessions.

- **To create a new virtual activity hub app.** This should allow easy and quick access to the community groups in each district for parents and children. It could also be used by GP’s and possibly the police and fire service to direct children to social and sporting activity groups in the voluntary sector. Social prescriptions and activity orders could be used to support the development of this app.

- **Sharing of information; training and awareness;** use of, and promoting material through the e-school bag, social media and existing digital apps (including videos and blogs, peer experiences) to cascade information on groups and activities that promote wellness for children, parents, schools, members and communities. Use of videos and blogs from children and young people.

- **To create a digital framework:** so that families and older children can understand and access information from ‘external’ organisations such as the OPCC, the NHS and support the integration between the 3rd/voluntary sector. To also strengthen links between mental health and family support services, with SKVYS, and increase everyone’s awareness and add to their skills, to look after themselves.

**Vulnerable children**

It was recognised that a number of vulnerable groups were more at risk of poor emotional wellbeing, e.g. offenders, looked after children and those with special education needs. However it was felt that these should be embedded through the emotional wellbeing strategy.

- Develop a **positive relationships / mentoring scheme** for vulnerable children such as care leavers. An example of a young care leaver who ‘buddied’ up with an adult due to common interest was given where the adult volunteer supported the care leaver.

  The mentor could help develop simple life skills such as how to pay bills and cooking skills. The benefits would also help reduce isolation for both the young person and adult. The scheme should align young children with adult volunteers for around six months; children who would benefit from mentoring could be identified via schools/community.

- **Promote the Carers Hub for young carers** and ensure they are ‘allowed to be children’ through carers’ respite.

- **Allow access to community based ‘universal’ groups to ‘looked after’ children in the care of Staffordshire County Council.**

**Strategy**

- Early help was recognised as a common theme throughout the investigation (10-30% with emotional wellbeing needs identified by the age of five) and therefore support needs to be embedded pre-school as well as within primary schools. Ensure that the local emotional and wellbeing strategy has a strong focus on parenting and early help. Members and officers need to ensure that the money
that SCC spend/control on emotional wellbeing is used effectively to build resilience within communities and aimed at the lowest Tiers and spent where we will get the biggest impact/returns on investment, e.g. root causes and parenting, developing a sense of community, Citizenship and positive messaging with links to the place-based approach

- **Development of outcomes** across the partnership to monitor children’s emotional wellbeing
- **Lobbying government** for issues such as funding for children’s health and wellbeing and also developing the national curriculum to be a “curriculum for life”

The APMG members are willing to discuss the above findings and recommendations with officers, cabinet members and commissioned providers, if they feel that more detail is needed, if some of the above recommendations are implemented.
The complex landscape coming together

**VOLUNTEERS**
Support Staffordshire / SCVYS; Service Providers (100+); Churches; Religious establishments; Community organisations; scouts, cadets, sports clubs, young farmers

**COMMUNITIES**
Children Centres (SCC); Community Centres (Voluntary); Youth Clubs; Leisure Centres; Sports Clubs

**SCHOOLS**
School Nurses (SCC); Multi-Agency Centres (MACs); Place-based approach; (joint approach); Sport and other activities; PTA and parent involvement; Governors; SCC (PRUs); excluded children; SCC+NHS - special schools

**PUBLIC SECTOR**
CCGs / NHS providers; Local hubs (multi-disciplinary); County / Districts / Parish / Town; Children Centres (SCC); SCVYS/Support Staffordshire; (SCC VCSE contract); OPCC (SPACE); Fire; Emotional and wellbeing services (Tier 2) (SCC); CAMHS (Tier 3) (CCG); Hospital beds (Tier 4) (NHS England);
SEND + Autism / LDs (out of scope)
Ideal target to aspire to. Similar to Thrive model.
FORWARD PLAN OF KEY DECISIONS

Period: 20 February 2019 - 19 June 2019

The Forward Plan of Key Decisions is prepared on a monthly basis and published at least 28 days before the start of the period covered.

“Key Decisions” are defined as those Executive decisions which are likely:

(a) to result in the County Council incurring expenditure which is, or the making of savings which are, significant having regard to the relevant budget for the service or function to which the decision relates; or

(b) to be significant in terms of its effects on communities living or working in an area comprising two or more electoral divisions in the County’s area.

The Forward Plan will contain ALL matters which the Leader of the Council has reason to believe will be the subject of a Key Decision to be taken by the Cabinet. It may also include decisions that are not key decisions but are intended to be determined by the Cabinet. Part of the Cabinet meetings listed in this Forward Plan may be held in private where a report for the meeting contains exempt information under Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it. If you would like to make representations about any particular decision to be conducted in private then please email: michael.bradbury@staffordshire.gov.uk. Such representations must be received in advance 6 clear working days before the date on which the decision is scheduled to be taken.

The Membership of the Cabinet consists of:

Leader of the County Council – Philip Atkins
Deputy Leader and Cabinet Member for Health, Care and Wellbeing – Alan White
Cabinet Member for Finance – Mike Sutherland
Cabinet Member for Children and Young People – Mark Sutton
Cabinet Member for Economic Growth – Mark Winnington
Cabinet Member for Commercial – Mark Deaville
Cabinet Member for Communities – Gill Heath
Cabinet Member for Highways and Transport – Helen Fisher
Cabinet Member for Learning and Employability – Philip White

A copy of the Forward Plan of Key Decisions may be inspected, free of charge, at the Member and Democratic Services office, County Buildings, Martin Street, Stafford, during normal office hours Monday to Friday. A copy of the notice will also be available on Staffordshire County Council’s Website at www.staffordshire.gov.uk.

Documents submitted for decision will be a formal report which will be available on the County Council’s website at least 5 clear working days before the date the decision is to be made, unless that report is subject to any prohibition or restriction on its disclosure. Other relevant background documents used in compiling the report will also be made available in the same way unless they are subject to any prohibition or restriction on their disclosure.

Minutes of Cabinet meetings will be published within three working days and will be subject to call-in. The call-in period lasts for three working days. If the decision is not called-in it will be implemented on the fourth working day. Special urgency items are exempt from call-in.

John Tradewell
Director of Corporate Services

Contact Officer: Mike Bradbury (01785) 276133
NOTE:
(1) The Forward Plan of Key Decisions sets out all Key Decisions intended to be made by Cabinet during the above period.
(2) The Cabinet date can be provisional and items may move/roll forward to another meeting date but this will be monitored.
(3) Items should remain on the Notice until a decision is made by Cabinet or is formally removed.
(4) Where there is an intention to make a decision in private the exemption paragraph relied upon will be included within this notice.

<table>
<thead>
<tr>
<th>Anticipated Date of Decision</th>
<th>Public or Private Decision</th>
<th>Title and Description</th>
<th>Background Documents</th>
<th>Consultation</th>
<th>Contact Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td>February 2019</td>
<td>Public</td>
<td>Changes in Charging and Deferred Payment Policies (Alan White)</td>
<td>None</td>
<td>None</td>
<td>Andrew Sharp (Tel: (01785) 276841)</td>
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<td></td>
<td></td>
<td>Adult Social Care &amp; Safeguarding (ASC&amp;SG) and Adult and Children's Financial Services (ACFS) have agreed a new financial assessment pathway to deliver digitalisation and the transformation of ACFS. To deliver this, changes to the Council’s charging policy and associated practice are needed from SLT before progressing to corporate/Council level and potentially public consultation.</td>
<td></td>
<td></td>
<td>Service Area: Adult Social Care &amp; Safeguarding</td>
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<tr>
<td></td>
<td></td>
<td>Better Care Fund 2019/20 (Alan White)</td>
<td>None</td>
<td>None</td>
<td>Jenny Pierpoint (Tel: 07773 791371)</td>
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<td></td>
<td></td>
<td>For Cabinet to consider the Staffordshire Better Care Fund Plan 2019/20 and subsequent transfer of funding from the CCGs to SCC (as detailed in the report) for protection of adult social care. Also to note that Staffordshire Health and Wellbeing Board are required to agree the Staffordshire Better Care Fund Plan 2019/20 and delegate final approval on behalf of SCC to the Cabinet Member for Health, Care and Well-being.</td>
<td></td>
<td></td>
<td>Service Area: Health and Care</td>
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<tr>
<td>February 2019</td>
<td>Public</td>
<td><strong>Report on the First Review of the Staffordshire &amp; Stoke-on-Trent Joint Waste Local Plan (2010 - 2026) (Mark Winnington)</strong>&lt;br&gt;This is the first Statutory 5-Year Review of our Joint Waste Local Plan and provides an assessment of how well our waste planning policies have been performing and explains how we have reached the conclusion that the Plan does not need to be revised at this time. The Regulations require us to publish the reasons for this decision. Cabinet and Full Council are therefore recommended to accept the conclusions and to endorse the Plan for the period 2018 – 2023*. (*Note the same recommendation is being taken to Members at Stoke-on-Trent City Council). A second review of the Waste Local Plan will be required before March 2023 (i.e. 10 years from adoption), unless an earlier review is deemed necessary.</td>
<td>None</td>
<td></td>
<td>Anthony Hodge (Tel: 01785 277204)&lt;br&gt;*Service Area: Business and Enterprise</td>
</tr>
<tr>
<td>February 2019</td>
<td>Public</td>
<td><strong>Annual Review of Penda Property Partnership Plan and SAMP (Cabinet Member for Commercial (Mark Deaville))</strong>&lt;br&gt;Annual Review of Penda Property Partnership Plan and SAMP</td>
<td>None</td>
<td></td>
<td>Ian Turner (Tel: 01785 277228)&lt;br&gt;*Service Area: Finance and Resources</td>
</tr>
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<tr>
<td>February 2019</td>
<td>Public</td>
<td><strong>Integrated Performance Report - Quarter 3 2018/19 (Cabinet Member for Finance (Mike Sutherland), Leader of the Council (Philip Atkins, OBE))</strong>&lt;br&gt;The Quarterly Integrated Performance Report provides an overview of Staffordshire County Council’s progress, performance and financial position in delivering against our Strategic Plan and Delivery Plan.</td>
<td>N/A</td>
<td></td>
<td>Andrew Donaldson, Robert Flinter, Rob Salmon (Tel: 01785 278399, Tel: (01785) 27 7090, Tel: (01785) 27 6354)&lt;br<strong>Service Area:</strong> SGC and F&amp;R</td>
</tr>
<tr>
<td>March 2019</td>
<td>Public</td>
<td><strong>Developing a Workforce for Now and the Future (Philip White)</strong>&lt;br&gt;A Workforce Strategy and Plan for Staffordshire County Council.</td>
<td>Human Resources</td>
<td></td>
<td>John Henderson (Tel: 0300 111 8000)&lt;br<strong>Service Area:</strong> Council Staff, Council Managers and Trade Unions</td>
</tr>
<tr>
<td>March 2019</td>
<td>Public</td>
<td><strong>Countryside Estate Review Update (Cabinet Member for Communities (Gill Heath))</strong>&lt;br&gt;This paper provides an update from the previous Cabinet paper and makes recommendations to Cabinet for the next phase of work which is required to secure a financially sustainable future for the countryside estate within Staffordshire.</td>
<td>N/A</td>
<td></td>
<td>Janene Cox (Tel: (01785) 278368)&lt;br<strong>Service Area:</strong> Rural County</td>
</tr>
<tr>
<td>April 2019</td>
<td>Public</td>
<td><strong>Highways and Transport Capital Programme 2019/20 (Cabinet Member for Highways and Transport (Helen Fisher))</strong>&lt;br&gt;Decision required to approve the annual Highways and Transport capital investment</td>
<td>None</td>
<td></td>
<td>James Bailey (Tel: 01785 27 6591)&lt;br<strong>Service Area:</strong> Highway and the</td>
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<td>April 2019</td>
<td>Public</td>
<td>Enlargement of Manor Hill First School, Stone (Philip White) Cabinet are asked to grant approval for the implementation of the proposed enlargement of Manor Hill First School to allow the published admission number of the school to incrementally increase from 20 to 30 and then to 45.</td>
<td></td>
<td>Public</td>
<td>Andrew Marsden (Tel: 01785 278787) <strong>Service Area:</strong> School Organisation</td>
</tr>
<tr>
<td>April 2019</td>
<td>Public</td>
<td>Integrated Performance Report - Quarter 4 2018/19 (Cabinet Member for Finance (Mike Sutherland), Leader of the Council (Philip Atkins, OBE)) The Quarterly Integrated Performance Report provides an overview of Staffordshire County Council’s progress, performance and financial position in delivering against our Strategic Plan and Delivery Plan.</td>
<td></td>
<td>n/a</td>
<td>Andrew Donaldson, Robert Flinter, Rob Salmon (Tel: 01785 278399, Tel: (01785) 27 7090, Tel: (01785) 27 6354) <strong>Service Area:</strong> SGC and F&amp;R</td>
</tr>
<tr>
<td>June 2019</td>
<td>Private</td>
<td>Waste Disposal Arrangements in the North of Staffordshire from 2025 (Mark Deaville, Gill Heath) Options for the future involvement of SCC with the project to replace SOTCC Hanford ERF plant, to ensure capacity is available to SCC for the disposal of its waste into the future.</td>
<td></td>
<td>None</td>
<td>Clive Thomson (Tel: 01785 276522) <strong>Service Area:</strong> Sustainability and Waste Management</td>
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</tbody>
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