

**Prosperous Staffordshire Select Committee**

Friday, 17 January 2020

**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  
9 January 2020

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**A G E N D A**

1. **Apologies**
2. **Declarations of Interest**
3. **Minutes of the Prosperous Staffordshire Select Committee held on 3 October 2019** (Pages 1 - 6)
4. **Alternative Education Provision** (Pages 7 - 44)  
Report of the Cabinet Member for Learning and Employability
5. **Education and Skills Strategy: A Partnership Framework for Staffordshire** (Pages 45 - 48)  
Report of the Cabinet Member for Learning and Employability
6. **Staffordshire Library Service 2020-2025** (Pages 49 - 72)  
Report of the Cabinet Member for Communities
7. **Work Programme** (Pages 73 - 80)



## 8. **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 Schedule 12A (as amended) of the Local Government Act 1972 indicated below”.

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### **Part Two**

(All reports in this section are exempt)

## 9. **Update on Section 53 Applications**

(Pages 81 - 84)

(Exemption paragraph 5)

Report of the Director of Corporate Services

### **Committee Membership**

Tina Clements (Vice-Chairman)  
Mike Deakin  
Keith Flunder  
Syed Hussain  
Julia Jessel  
Ian Lawson  
Rev. Preb. M. Metcalf

Ian Parry (Chairman)  
Kyle Robinson  
Jessica Shulman  
David Smith  
Simon Tagg  
Bernard Williams

### **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.

**Scrutiny and Support Manager:** Mandy Pattinson Tel: (01785) 278502

**Minutes of the Prosperous Staffordshire Select Committee Meeting held on 3 October 2019**

Present: Ian Parry (Chairman)

**Attendance**

Tina Clements (Vice-Chairman)	Jessica Shulman
Syed Hussain	David Smith
Julia Jessel	Simon Tagg
Ian Lawson	Bernard Williams
Kyle Robinson	

**Also in attendance:** Mark Winnington

**PART ONE**

**67. Declarations of Interest**

There were none at this meeting.

**68. Minutes of the Prosperous Staffordshire Select Committee held on 26 July 2019**

**RESOLVED** – That the minutes of the meeting of the Prosperous Staffordshire Select Committee held on 26 July be confirmed and signed by the Chairman.

**69. Draft Strategic Infrastructure Plan**

The Chairman welcomed Professor Martin Jones, Deputy Vice-Chancellor at Staffordshire University and Matthew Lowe, Policy Manager at Staffordshire Chambers of Commerce, who had been invited to attend the meeting to assist members in their consideration of this item.

The Select Committee were offered the opportunity to shape the work around the draft Strategic Infrastructure Plan (SIP) as an important component in developing a clearly defined strategy for Staffordshire County Council engagement in housing policy and strategy delivery to support the implementation of housing schemes, both directly and indirectly. The Committee would also be able to select any specific infrastructure themes for consideration and comment in more detail at future meetings. It was also an opportunity to shape and influence the extent to which the SIP would form part of the Housing Strategy that would be brought to the Committee in late winter 2019/20. A copy of the SIP had been circulated to members in advance of the meeting in order to give sufficient time for it to be read in detail.

The Cabinet Member for Economic Growth informed members that this was an important document for Staffordshire and its private and public partners. It was noted

that it was a living document and would sit with a suite of other strategies. It provided an indication of infrastructure needs going forward and would be useful in evidencing a funding gap. He informed the Committee that he was proud of the work which had been done on the document by officers and partners. Members were informed that it was essentially an assessment of the infrastructure requirements, looking at the cumulative need across the County and around its edges and was an inward and outward looking document and was primarily intended as a lobbying piece. The Chairman questioned whether there was an opportunity to use this as an asset to encourage investment into the County. The Cabinet Member responded that this was definitely the case, and District and Borough Councils would be asked to look at the SIP when putting together their local plans and consider how these interact, together with other partners.

It was queried what the life expectancy was of the document. The Cabinet Member responded that although it stated 2038 he would expect it to be refreshed on a regular basis. Although the stated intention was to review it every four years, dependant on the traction which the document gained this period would be reduced.

Professor Jones asked for clarification of the legal basis of the document, in terms of planning legislation this was not a structure plan, was this a way of combining all the local plans to have that single conversational device with government over growth and other deals and also to highlight the funding gap. It was not a legal document but rather a way of having a consolidated conversation. Professor Jones was aware of five other instances of such plans and said that the County Council should be congratulated as this was an enormous piece of work. It would be helpful to establish the legal basis of the document in planning terms and how this would help in bidding for external pots of money. Officers confirmed that the document as it stood today had no statutory basis it was a policy piece and an evidence base for local plans. A member commented that this did not affect its validity as a policy document in terms of its potential and influence. Whilst welcoming a co-ordinated approach to infrastructure, a member expressed concern that planning and development took a very long time and they were not sure that the document was visionary and ambitious enough. Members were informed that information from the District and Borough local plans the likely employment growth and housing number requirements were extrapolated forward up to about 2038. The point was to show the local planning authorities the level of growth they were likely to get to encourage them to think longer term about investment and take a step away from piecemeal incremental development. A member commented that there were existing constraints, for example the capacity and lack of investment in the A38 trunk road, which was a strategic piece of infrastructure, was now having a major impact on the economic prosperity of the eastern part of the County and suggested that the document needed to reinforce the message of existing shortcomings in infrastructure. Officers responded that the document was not project specific, but would be used as a tool to provide a baseline to build on.

A member sought assurances that the SIP had the buy-in of District and Borough Councils. They also asked if Neighbourhood Plans formed part of the work around the SIP, as local people had a lot of local knowledge and a lot of work had already been done on the ground. Officers confirmed their involvement in shaping Neighbourhood Plans and their co-ordinating role.

Professor Jones commented that there was an obvious tension in the document between the problems that the County Council knew it faced based on road transport and the everyday based on extrapolation into the future and what the vision is. Certain assumptions were made in the document about economic growth and also the contraction of the economy and then calculations made around investments in infrastructure, business parks, housing sites etc. and questioned whether this would lead to the economic shift that the County Council wanted in terms of conversations with government around growth deals etc. There was no mention in the document explicitly around the industrial strategy. He commented that he was struggling to find an economic vision that was not just moving forward the realities of where the County was currently, and that this was political reality and political compromise versus an economic vision. There was an opportunity in this document, because it wasn't statutory, to make that claim. He questioned whether this was an economic vision or was this the reality of managing the everyday extrapolated forward to 2038, based on the tensions currently known. In looking at the Gross Value Added (GVA) figures for Staffordshire he questioned whether the economic strategy in the document was going to lift that by £8,000 - £10,000 a year to reach the average. The Cabinet Member responded that one of the Council's main priorities was around economic growth. As unemployment was now at 1.8% the focus was now on a quest for higher paid, better skilled jobs which would increase the GVA figures.

Several members raised the green agenda and the Chairman asked Professor Jones if he felt that environmental impact had been given due consideration in the document. Professor Jones referred members to the summary data on page six of the document which identified where the funding gaps were, and to pages 52 and 53. There was reportedly no funding gap around active modes and a funding gap of only £130,000 on public transport, and this would not move the County to being a healthy and active living world. Looking at page 8 there wasn't an ask there for public transport and active modes. He recognised that this was because the Council didn't have a walking and cycling infrastructure plan, as acknowledged on page 53. It was disappointing that more money was being asked for a roads project when there were such challenges around well-being and active lifestyles and felt that this was a lost opportunity. If this was a document which was going to be an ask to government through to 2038 it at least needed to acknowledge the fact that there was an agenda around public transport and active modes that needed to be pushed.

Referring to comments about the SIP being prior to the formulation of a local industrial strategy, which it would have an influence on, Professor Jones cautioned the Cabinet Member and officers against the local industrial strategy being based just on the SIP, as this would not get a growth deal. His fundamental critique of the document was that it was an ask around infrastructure required with no foundation at all about what kind of jobs would be created, which still begged the question of direction and economic vision.

It was reiterated that the work had been based on local plans produced by the local planning authorities, aggregated these up and looked at the impact on the entire infrastructure required to deliver these, working with the districts with their local plans. The reason for having a Local Enterprise Partnership that develops a local Industrial Strategy in partnership with everyone to set out that bold economic vision which meant that the local plans and the SIP which underpins those. The Local Industrial Strategy would be fundamental in providing direction.

The Chairman asked Matthew Lowe how valuable the document would be as a tool to support growth in the Staffordshire economy. He responded that for the average business in the County it would not mean anything to them. The document sets out the assumptions of the current situation and when read by itself it lacked bold vision, and it would perhaps be helpful to introduce it as a policy piece. There was an issue with the timing, in a few months' time it would have fitted nicely into the hierarchy of strategies which would be set out. The Executive Summary should be read when the Executive Summary of the Industrial Strategy was available, which would then provide a lobbying piece. There was some concern that businesses found it difficult to identify their place in the number of different local plans, particularly in the knowledge that these would change. He suggested changing the date to four-year periods to reflect the fact that it would keep evolving and changing. A member asked whether businesses would find a value in seeing patterns in economic growth or population or housing, given that they would be working in that landscape. Mr. Lower responded that very few businesses based their business plans on local authority economic growth plans and look at the policy evidence base to decide where they wanted to be in ten years' time. There was a real mis-match between the way businesses wanted to plan for the future and how the local authority had to plan for the future. A senior management team would not go through the SIP in detail when making decisions about growth plans or invest any surplus capital expenditure into their business but would look for headline figures, which were that there were not enough homes, the population was going to increase and there wasn't enough funding for the roads. Officers responded that it was not intended for everyday business use, but was much more a strategic piece.

Professor Jones questioned if the superfast roll-out programme provided the County with the connectivity it needed, whilst it was highly innovative he questioned whether it was superfast, what the business connectivity was, what it would cost with BT owning the network to obtain a terabit connection. Other innovative economies had gone for public ownership of these type of networks. He commented that by going down the route of working in partnership with BT may be limiting potentials and would encourage the Council to think around a 5G solution in addition to superfast broadband argument in the document. He felt that there was a digital button that was worth pressing slightly harder and be more forward looking in terms of 5G connectivity. Professor Jones said that the County Council should be congratulated for bringing this so far and commented that some local authorities could not even get this to the table due to political in-fighting. The document raised a number of questions, which was inevitable, but that this was a document within documents and should be seen in that way and executive summaries were needed for different audiences. Officers responded that the document recognised what the situation was today, but that work was being done with Staffordshire University to develop a Digital Infrastructure Plan that went beyond superfast and looked at full fibre, 5G and all the other potential technologies.

The Cabinet Member acknowledged the need to move forward with digital technology which was imperative in the modern world. He thanked officers for all the work which had been invested in the SIP. Moving forward it was important to look at green infrastructure to ensure that this is covered before the document goes through its final stage, and also how it links to the wider suite of documents. He thanked members and the invited speakers for their comments and requested a precis of these to take to the next Cabinet meeting to feed in to their consideration of the SIP.

**RESOLVED – That:**

- a) The comments of the Prosperous Staffordshire Select Committee and invited speakers be fed back to the Cabinet when they were considering the Draft Strategic Infrastructure Plan at their meeting on 16 October 2019; and
- b) The final version of the Strategic Infrastructure Plan be brought to the Select Committee in late winter 2019/20, along with an overview of the progress made in forging strategic relationships with key infrastructure providers and external funding providers.

**70. Economic Growth Programme Update**

Members were informed that Staffordshire County Council's ambitious Economic Growth Programme was continuing to play a crucial role in Staffordshire's ongoing economic improvement. Claimant unemployment rates continued to be persistently below the averages for the West Midlands and Great Britain. This success story was likely to continue as the County Council worked in partnership to deliver priority projects with the Stoke-on-Trent and Staffordshire Local Enterprise Partnership and other key local stakeholders. Work was being done to identify further opportunities to increase the growth of housing and prosperity in Staffordshire and discussions were progressing well with Homes England to identify potential areas of mutually beneficial working. The Committee were informed that a key priority for the future would be to encourage further growth in higher value-added sectors, meeting the County Council's ambitions for creating "better jobs" while ensuring that there was a mixed and balanced economy in Staffordshire. All of this needed to be combined with a competitive and broad skills profile among local communities, able to support this growth, giving everyone the best opportunities to fulfil their economic potential.

The Committee considered a summary of the live and completed projects. The current total financial value of the Economic Growth Programme was £477.6m, of which £81.9m related to direct capital investment by the County Council. Members were provided with a brief update on the progress which was being made with a number of priority sites. A member queried what was happening at the Rugeley Power Station site. The Cabinet Member responded that several discussions had taken place with ENGIE, who were working closely with the County Council and Cannock Chase District Council on developing their part of the site. In response to a question on timescales officers confirmed that the developers were hoping to have the first houses completed in 2021 and that a planning application had been submitted. A member sought assurances around European Funding and was informed that the government had confirmed that the funding programmes would continue for the full term, up to and including December 2023.

A member commented that the report contained a lot of positive details around investment in Staffordshire, companies expanding and the County Council investing in schemes which were making a real difference. He questioned what the County Council was doing to promote more inclusive growth and address the issue of inequality and increasing living standards across the board, as there were pockets of poverty, and asked if there was evidence of lifestyles and life chances improving. He also commented that it was important to ensure that employment land was not swallowed up for the sake of residential development. Officers responded that the work around the

European Social Fund programme which was designed to help people back into the labour market. Through the programme over 18,200 residents had improved their skills and job prospects. Over 7,770 beneficiaries had either progressed into work, education, training, apprenticeships, or been upskilled to improve skill levels and productivity. Whilst a lot of the focus of the report was on big capital projects, part of the package was working with colleagues in the Skills and Employability Team to ensure that the people of Staffordshire had the right skills to take on the job opportunities that were being delivered through the economic growth programme. In some of the major projects the intention was to develop an Employment and Skills Plan identifying the key skills requirements and the opportunities to ensure that there were local opportunities for local people on these key developments. In response to the point about sites land, a Strategic Employment Sites Study was currently being undertaken, to identify which sites would be taken forward, to ensure sensible figures for both housing and employment.

Matthew Lowe informed members that the Chamber of Commerce worked with the County Council and the LEP to deliver the Growth Hub and had also established the Skills Hub, both of which acted as a signposting organisation. They undertook a skills diagnostic on businesses to point them in the right direction to address their skills needs.

The Cabinet Member thanked the Committee for their questions and comments. He informed them that it was important that the County Council did not stand still and that it was important to work with Stoke-on-Trent wherever possible to improve the prosperity of the whole area. He recorded his thanks to officers for their commitment and effort. The Chairman also thanked officers and the invited speakers for their help.

**RESOLVED** – That the Select Committee notes the work and progress of the Staffordshire County Council Economic Growth Programme.

## **71. Work Programme**

In considering their Work Programme members were informed that it had been agreed to hold an Inquiry Day in March next year around Community Transport. Whilst it was acknowledged that running buses was not a County Council function it was recognised that transport issues can cause social isolation, and even marginal improvements would be worthwhile. Key contributors would be invited to participate and the Committee would act as facilitators.

The Chairman commented that it had been very useful to have the invited speakers at the meeting as it had stimulated debate and suggested that it would be helpful to repeat this in future when the Committee is considering items on the economy.

**RESOLVED** – that:

- a) Plans to hold an Inquiry Day on Public Transport be agreed; and
- b) The Work Programme be noted.

**Chairman**

<b>Local Members Interest</b>
N/A

## **Prosperous Staffordshire Select Committee - Friday 17 January 2020**

### **Alternative Education Provision**

#### **Recommendation**

I recommend that:

- a. The Committee is provided with an overview of alternative education provision commissioned for Staffordshire's vulnerable learners.

#### **Report of Cllr Philip White, Cabinet Member for Learning and Employability**

#### **Summary**

##### **What is the Select Committee being asked to do and why?**

1. The committee is being asked to note the contents of this report, the progress in this area and to comment upon the Council's approach.

#### **Report**

##### **Background**

2. Section 19 (1) of the Education Act 1996 requires Local Authorities to make arrangements for the provision of suitable full-time education for those children and young people who are unable to access school by reason of exclusions or illness. The Local Authority meets this statutory duty through the commission of Alternative Education Provision.
3. The statutory definition of Education provided as Alternative Provision (AP) is:
  - a. Education arranged by local authorities for pupils who, because of exclusion, illness or other reasons, would not otherwise receive suitable education;
  - b. Education arranged by schools for pupils on a fixed-period exclusion; and
  - c. Pupils being directed by schools to off-site provision to improve their behaviour.
4. There are a number of challenges facing the Local Authority at present which include:
  - a. Pressures upon the High Needs Block with a projected overspend in 2019-2020 of approximately £4.6m.
  - b. Current specialist providers, including Staffordshire's six short stay schools known as Pupil Referral Units (PRUs) are full.

- c. Lack of good quality and Ofsted registered alternative education provision.
- d. Continual high number of pupils being permanently excluded.
- e. A number of pupils identified each month who are without education provision.
- f. A growing number of pupils who are accessing alternative education but do not have an Ofsted registered school base and known as Education Other Than At School (EOTAS).
- g. Increasing complexity of pupil need.

## **Funding**

5. The AP High Needs Block (HNB) budget allocation for 2019-20 is £6,431,917, this is 8.1% of Staffordshire's total HNB and is forecast to be £0.8m overspent this year. 77% of the AP HNB expenditure is allocated to our PRUs through planned places and top-up funding for pupils who have been permanently excluded. 13% of the expenditure is allocated to provide alternative education provision to pupils who do not have a school roll (EOTAS). The remaining 10% of expenditure is through the primary and secondary District Inclusion Partnerships (DIPs) on a funding request basis linked to outcomes of reducing permanent and fixed term exclusions and improving attendance.
6. Where pupils are permanently excluded, under the School and Early Years Finance (England) (No. 2) Regulations 2018, funding should flow in-year from the school that has excluded the pupil to the provision that takes responsibility for the pupil. In the majority of cases this will be the Local Authority and therefore over the course of a financial year, approximately £500k is charged to schools who have permanently excluded a pupil and this income is used to supplement the cost of commissioning AP.
7. To support and encourage mainstream schools in meeting the needs of Key Stage 3 pupils following a permanent exclusion, the Local Authority offers HNB funding from the AP Budget of £5,000 for a period of one year. This funding is triggered at the point the pupil is placed on the single roll of the mainstream school and only remains with the mainstream school whilst the pupil is retained on their roll during the following twelve-month period. This funding will further develop inclusivity by building confidence and capacity of our mainstream schools and will support the SEND and Inclusion Transformation agenda and improve capacity within our PRUs. See Appendix 1

## **Permanent Exclusions**

8. In 2018-19, there were 185 permanent exclusions in Staffordshire (unvalidated data). This is 4 fewer than the previous year. See Appendix 2
9. Staffordshire secondary schools excluded 163 pupils in 2018/19 slightly more than the previous year. The Cannock Chase, East Staffs and Newcastle district have the highest number of exclusions for secondary age pupils in 2018/19. Persistent disruptive behaviour remains the highest recorded reason for permanent exclusions in 2018/19 for secondary age pupils.

10. Staffordshire primary school have excluded 22 pupils in 2018/19. This is fewer than the 36 recorded in the previous year. The Cannock Chase and Stafford districts have the highest number of exclusions and persistent disruptive behaviour remains the reason most used by schools for permanent exclusions in 2018/19.

**Pupil Referral Units (PRUs) / Short Stay Schools (SSS)**

11. The Local Authority’s provision for children and young people permanently excluded from school includes 6 short-stay schools or PRUs. The PRUs are governed and inspected as a school but are not required to deliver a full curriculum. This is because a PRU is not expected to provide long term provision but rather to offer opportunities for children and young people to access specialist support linked to a reintegration program back or onto an appropriate setting – a “revolving door”.

12. Most pupils admitted to our PRUs have been permanently excluded and there is a PRU Admission Pathway document which sets out the categories of pupils who are eligible for admission. In addition there is a document that sets out the Local Authority’s funding of our PRUs and both of these documents are accessible from the Staffordshire [Local Offer](#) and are referenced in Appendix 3 and 4.

13. The PRUs in Staffordshire include:

PRU/SSS	Status	District	Current Ofsted Rating & Last Inspection Date	Planned Places as at September 2019	
				Key Stage 3 & 4	Key Stage 1 & 2
The Hollies	Maintained	Stafford and South Staffs	Serious Weakness July 2018	60	
Chaselea	Sponsored Academy	Cannock	Not Recorded (previously Special Measures)	46	
Kettlebrook	Maintained	Tamworth	Good Oct 2018	55	
Burton	Maintained	East Staffs	Good July 2018	51	
The Cedars	Maintained	Newcastle and Moorlands	Good Feb 2019	65	
The Bridge & Little Bridge	Maintained	Lichfield	Good June 2019	50	
		Lichfield & Cannock			18
<b>TOTAL:</b>				<b>327</b>	<b>18</b>

14. Historically, very few pupils after entering a KS3/4 PRU return to a mainstream education and therefore remain receiving their education at the PRU until the end of Year 11. The high number of permanent exclusions from schools across

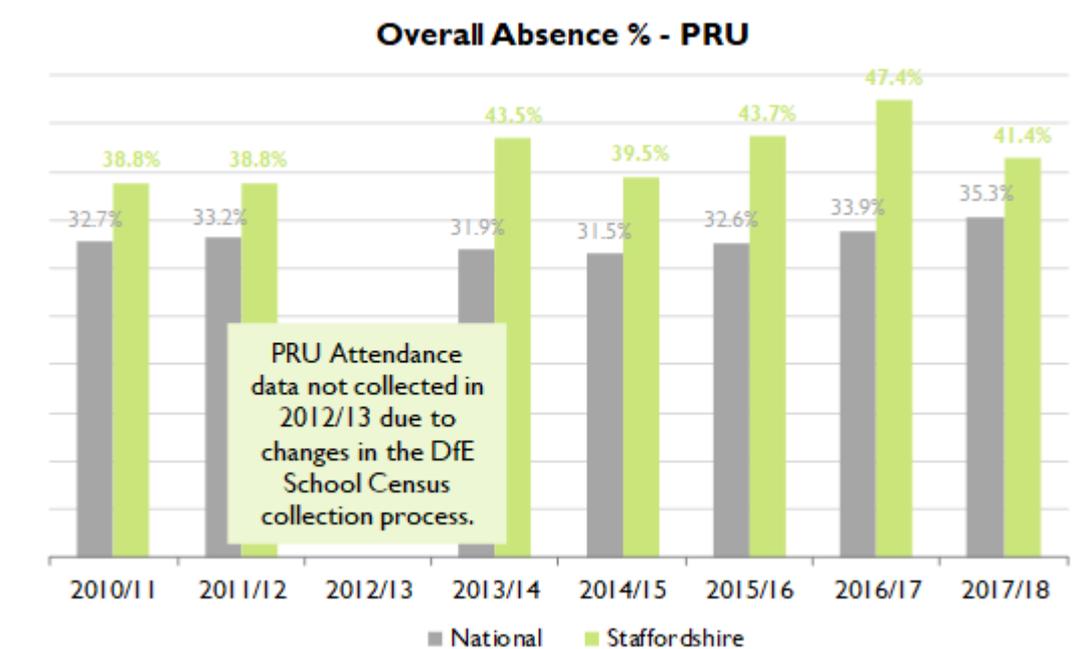
Staffordshire has limited the PRUs ability to support schools in a preventative way as the number of single roll students at our PRUs from the census returns exceeded 70% of their population during 2018/19 academic year but during the course of the year this ranged from 56% to 91% in some PRUs.

15. The PRUS have reported an increased number of pupils who demonstrate extremely complex learning or behaviour needs, which have been unmet by mainstream schools. As a result, the PRUs have initiated the Education Health and Care Plan Assessment. This highlights that some schools do not utilise the SEND pathway but focusing upon the behaviour pathway, resulting in increased permanent exclusion.
16. Below is a summary of the last three years termly school census returns from the 6 PRUs on their key stage 3 and 4 pupils on roll with an average number of pupils across each of the years. Whilst the overall number of pupils accessing their education from a PRU has declined 11% over the three years, there has been a 24% increase of pupils on the single roll of the PRU on compared to those accessing the PRU as a short-term intervention placement.

Year	Census	Sole or Main Reg at PRU	Subsidiary Registration (main registration elsewhere)	Other	Grand Total
2016/17	Oct	124	110	38	272
	Jan	156	122	48	326
	May	187	132	54	373
	Average	156	121	47	324
2017/18	Oct	154	99	24	277
	Jan	165	103	44	312
	May	189	124	46	359
	Average	169	109	38	316
2018/19	Oct	163	84	2	249
	Jan	193	102	1	296
	May	225	94	1	320
	Average	194	93	1	288

17. PRUs have to offer a balanced, broad and appropriate curriculum and therefore offer GCSEs in English, English Literature, Maths, Science, Art, Physical Education and Personal and Social Development including Promoting British Values in Schools. In addition, they offer functional skills in literacy and numeracy. The long-term goals of the PRUs are to enable pupils to achieve high standards, as is expected in mainstream educational settings at KS3 & KS4 and to encourage and support their personal development and prepare them for adult life. Historically most of the pupils who, on leaving the PRU at the end of Y11, go onto education, employment and training.

18. Attendance for pupils in our PRUs has historically been low however there is a continuing trend of improvement. The Staffordshire/national gap is now 6.1 percentage points (pp).



### Enhanced Mainstream Schools

19. In order to support mainstream schools in meeting the needs of pupils through an early intervention offer, the Local Authority has been working in partnership with schools in developing enhanced mainstream provision. We will review the impact of these developments over the next 12 months and provide further information of their impact to the PSSC.

### Alternative Provision Dynamic Purchasing System (AP DPS)

20. Since September 2018, the Local Authority has operated an Alternative Provision (AP) Dynamic Purchasing System (DPS) to ensure that all AP, including tuition, commissioned by the Local Authority is fit for purpose; has undergone the necessary checks e.g. DBS and safer recruitment, can demonstrate its ability and experience to meet the needs of vulnerable children, meets procurement regulations and provides the LA with value for money.
21. We currently have 27 Providers on the DPS offering a range of alternative provision opportunities such as tuition; activity based AP; vocational based AP and less formal options such as forest school and sporting activities. We have Providers that offer their service nationally so the area a young person is placed in is not a barrier to securing AP for Staffordshire pupils. All AP Providers can be viewed via the Local Offer pages and those who meet our compliance standards are indicated via a Staffordshire Knot symbol on the website

<https://www.staffordshireconnects.info/kb5/staffordshire/directory/localoffer.page?localofferchannel=0>.

22. The AP DPS is continually developing and growing so that over time Staffordshire will have a diverse group of Providers able to meet the individual needs and offer creative solutions to support young people in Staffordshire.

### Alternative Provision Panel (APP)

23. From January 2019 the Local Authority established a weekly meeting of representatives across the Vulnerable Learners Service called the Alternative Provision Panel (APP). PRU headteachers attend on a rotational basis and there is an open invite to representatives from schools and academies.

24. The purpose of the APP is to provide a level of scrutiny and problem solving to the allocation and ongoing provision for young people who have been either permanently excluded or require alternative education provision commissioned by the LA. The APP also considers Fair Access Protocol (FAP) cases and monitors and reviews the Local Authority's FAP.

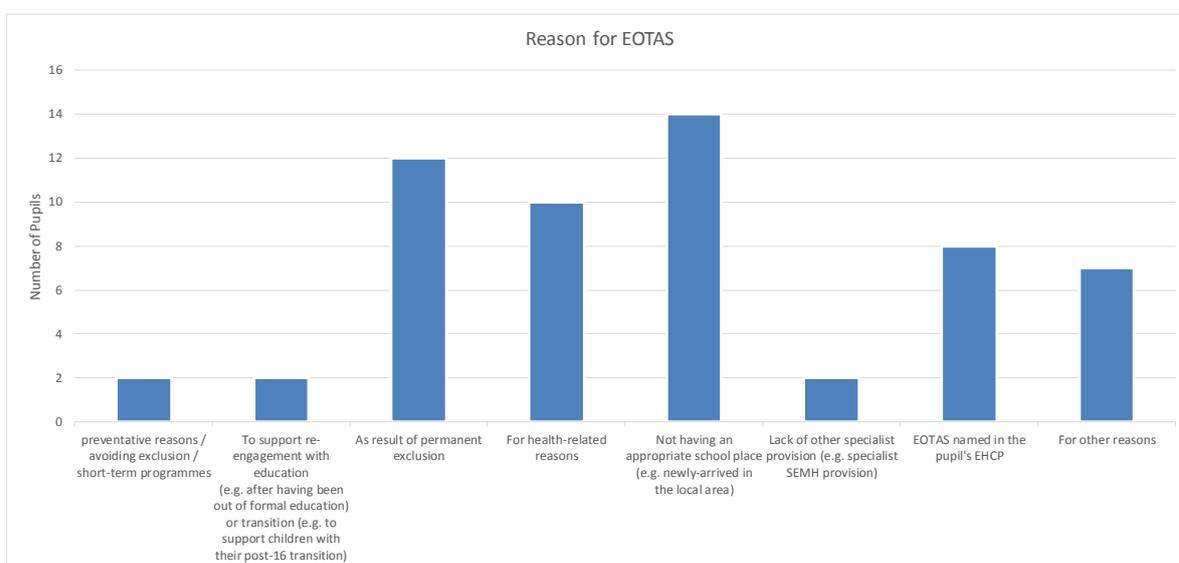
25. The APP ensure that appropriate checks are in place to evidence the young people are properly safeguarded and reviewed.

### Education Other than at School (EOTAS)

26. Pupils who do not have a school roll but where the Local Authority have commissioned alternative education are recorded as EOTAS.

27. Over the 2018-19 academic year over 150 pupils at some point, accessed their education through the commission of alternative education. At the end of September 2019 there were 58 pupils across Staffordshire accessing AP. 59% of the pupils are secondary age with 24% primary and 17% post 16. All EOTAS pupils are managed and reviewed through APP (see paragraphs 23 and 25).

28. The reasons for the pupils accessing their education through alternative provision is detailed below:



## **Community Impact**

29. This report provides an overview of Alternative Education Provision commissioned by the Local Authority for children and young people and is not proposing a change to any County Council policy or service. As such a full assessment of community impact is not relevant.

## **List of Background Documents/Appendices:**

- Appendix 1** Funding Mainstream Inclusion of Key Stage 3 Permanently Excluded Pupils Principles
- Appendix 2** 2018/19 Academic Year Permanent Exclusions (Full Year) - All Schools - Unvalidated Data
- Appendix 3** Admission Pathway to a Staffordshire Short Stay School (SSS) / Pupil Referral Unit (PRU)
- Appendix 4** The STAFFORDSHIRE Pupil Referral Unit (PRU) High Needs Top-up Assessment Framework ELEMENT 3: Top up funding “TRIG-8”

## **Contact Details**

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## Funding Mainstream Inclusion of Key Stage 3 Permanently Excluded Pupils Principles

1. Within the SEND Code of Practice (paragraph 1.26) there is a focus on inclusive practice and removing barriers to learning in that;  
*“The Children and Families Act 2014 secures the general presumption in law of mainstream education in relation to decision about where children and young people with SEN should be educated and the Equality Act 2010 provides protection from discrimination for disabled people”.*  
  
This funding proposal will further develop inclusivity by building confidence and capacity of our mainstream schools and will support the SEND and Inclusion Transformation agenda.
2. High Needs Block funding will be allocated to permanently excluded Key Stage 3 pupils who do not have an Education Health and Care Plan (EHCP) who are either;
  - a. transitioning to a mainstream school from the single roll of a Staffordshire Pupil Referral Unit (PRU)/Short Stay School;
  - or
  - b. who are placed direct onto the single roll of a mainstream school thus avoiding a PRU placement.
3. The funding is to support mainstream settings in meeting the needs of pupils following a permanent exclusion. The funding will provide an increased financial level of support in addition to the pupil’s AWPU and the school’s notional SEND budget.
4. Funding would be for a period of one year and would be **only** triggered at the point the pupil is placed on the single roll of the mainstream school and **only** remain with the mainstream school whilst the pupil is retained on their roll during the following twelve-month period.
5. Should the pupil be awarded an EHCP during the twelve-month period the funding would be suspended from the final date of the EHCP.
6. Funding will equate to a £5,000 pa. This combined with the SEND notional budget allocation of £6,000 would provide a level of resources to ensure a successful transitional support plan to be in place.
7. The process of identification of pupils and their new school would be managed through the District Inclusion Partnership, the relevant PRU Headteacher and the District Inclusion Officer.

8. This will provide the school with a twelve-month period to gather evidence under the graduated response (Assess, Plan, Do and Review cycle). This can then be used should the pupil be referred for an Education, Health and Care Needs Assessment and if applicable should a Plan be issued this will give longer term sustainability of funding.

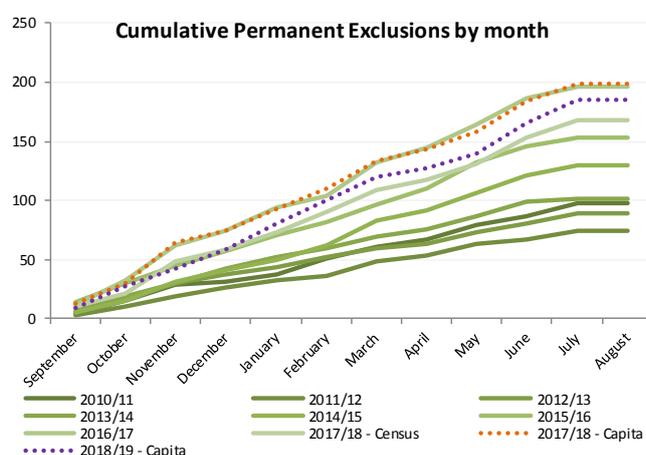
*Lesley Calverley - Senior Commissioning Manager – SEND, 22<sup>th</sup> May 2019*

## 2018/19 Academic Year Permanent Exclusions (Full Year) - All Schools

- Unvalidated Data -

Key for monthly  
exclusions data: Unvalidated Capita data  
School Census data

Month	September	October	November	December	January	February	March	April	May	June	July	August	Grand Total
2010/11	4	11	14	2	6	14	10	6	12	8	11	0	98
2011/12	3	7	9	7	7	3	12	5	10	4	7	0	74
2012/13	6	11	13	7	7	8	8	3	10	7	9	0	89
2013/14	7	12	11	13	9	8	10	6	11	12	2	0	101
2014/15	5	10	16	10	9	12	21	9	14	15	9	0	130
2015/16	14	16	15	12	14	11	15	13	22	14	7	0	153
2016/17	12	21	29	12	20	10	28	13	19	22	10	0	196
2017/18	10	12	27	9	15	17	19	8	14	22	15	0	168
2017/18 Capita	13	17	35	10	18	17	23	10	15	26	15	0	199
2018/19 Capita	9	19	14	17	21	20	20	7	13	25	20	0	185



Reason for Exclusion	Number of Permanent Exclusions
Bullying	1
Damage	1
Drug and alcohol related	13
Other	19
Persistent disruptive behaviour	83
Physical assault against a pupil	20
Physical assault against an adult	16
Racist abuse	0
Sexual misconduct	4
Theft	1
Verbal abuse/threatening behaviour against a pupil	10
Verbal abuse/threatening behaviour against an adult	17
<b>Grand Total</b>	<b>185</b>

District	Number of Permanent Exclusions
Cannock Chase District	33
East Staffordshire District	33
Lichfield District	13
Newcastle Borough	30
South Staffordshire	18
Stafford Borough	20
Staffordshire Moorlands	21
Tamworth Borough	17
<b>Grand Total</b>	<b>185</b>

### Key Points:

- ⇒ Staffordshire schools have excluded 185 pupils in 2018/19 according to SCC's Capita data. This is less than the previous year using the same data source.
- ⇒ The Cannock Chase and East Staffs district have the highest number of exclusions in the 2018/19 with 33, Newcastle has the next highest with 30.
- ⇒ Persistent disruptive behaviour remains the reason most used by schools as the reason for permanent exclusions in 2018/19, accounting for 83 of 185 permanent exclusions.
- ⇒ There have been 22 exclusions rescinded that are not shown in these statistics.

Produced on 06/09/2019

Data Source: School Census and Capita One Unvalidated data.

Rescinded permanent exclusions not included in statistics.

DfE No.	School	District	Phase	Number of Permanent Exclusions	Number on Roll (Jan 2019)	Permanent Exclusion Rate Per Pupil
1107	Stafford Pupil Referral Unit At the Stables	Stafford & South Staffs	PRU	1	40	2.50%
3460	St John's Catholic Primary School	Stafford	Primary	1	74	1.35%
4007	The Rural Enterprise Academy	South Staffs	High	2	154	1.30%
4015	Great Wyrley High School	South Staffs	Secondary	6	609	0.99%
4017	John Taylor Free School	East Staffs	Secondary	2	210	0.95%
6906	The JCB Academy	East Staffs	High	6	697	0.86%
4013	Wolstanton High Academy	Newcastle	Secondary	7	820	0.85%
2348	Oakhill Primary School	Tamworth	Primary	1	119	0.84%
4123	The Wilnecote School	Tamworth	Secondary	6	716	0.84%
4066	Norton Canes High School	Cannock Chase	Secondary	4	485	0.82%
4144	James Bateman Junior High School	Staffs Moorlands	Middle	3	385	0.78%
6905	Landau Forte Academy, Amington	Tamworth	Secondary	6	830	0.72%
2251	Hassell Primary School	Newcastle	Primary	2	285	0.70%
4160	Churnet View Middle School	Staffs Moorlands	Middle	3	437	0.69%
4005	Staffordshire University Academy	Cannock Chase	Secondary	4	597	0.67%
2008	Springhill Primary Academy	Lichfield	Primary	1	151	0.66%
4060	Sir Thomas Boughey Academy	Newcastle	Secondary	4	609	0.66%
7001	Walton Hall Academy	Stafford	Special	1	156	0.64%
4090	Madeley High School	Newcastle	Secondary	4	641	0.62%
4012	The King's CofE (VA) School	Newcastle	Secondary	3	482	0.62%
5401	Cannock Chase High School	Cannock Chase	Secondary	5	841	0.59%
5402	Stafford Manor High School	Stafford	Secondary	2	340	0.59%
2185	Redhill Primary School	Cannock Chase	Primary	1	181	0.55%
3102	Churchfield CofE Primary Academy	Cannock Chase	Primary	1	184	0.54%
2018	Silkmore Primary Academy	Stafford	Primary	1	188	0.53%
4096	Newcastle Academy	Newcastle	Secondary	2	378	0.53%
3494	Chase View Community Primary School	Cannock Chase	Primary	1	189	0.53%
2010	Heath Hayes Primary Academy	Cannock Chase	Primary	1	194	0.52%
3063	St Peter's CofE (C) Primary School	Cannock Chase	Primary	2	399	0.50%
4511	Ryecroft CofE Middle School	East Staffs	Middle	1	201	0.50%
3493	Redbrook Hayes Community Primary School	Cannock Chase	Primary	1	202	0.50%
2020	Horninglow Primary, A De Ferrers Trust Academy	East Staffs	Primary	1	208	0.48%
4607	Blessed William Howard Catholic School	Stafford	Secondary	4	851	0.47%
2009	Norton Canes Primary Academy	Cannock Chase	Primary	1	219	0.46%
4089	Nether Stowe School	Lichfield	Secondary	3	659	0.46%
4002	The Hart School	Cannock Chase	Secondary	5	1,121	0.45%

7041	Queen's Croft High School	Lichfield	Special	1	228	0.44%
4004	Landau Forte Academy, QEMS	Tamworth	Secondary	3	701	0.43%
4077	Endon High School	Staffs Moorlands	Secondary	3	708	0.42%
4613	St Edward's Church of England Academy	Staffs Moorlands	Middle	3	724	0.41%
4094	Clayton Hall Academy	Newcastle	Secondary	4	966	0.41%
4143	Biddulph High School	Staffs Moorlands	High	3	737	0.41%
4500	Abbot Beyne School	East Staffs	Secondary	3	756	0.40%
4145	Oldfields Hall Middle School	East Staffs	Middle	2	506	0.40%
4140	Cheslyn Hay Academy	South Staffs	Secondary	5	1,286	0.39%
2177	Bridgtown Primary School	Cannock Chase	Primary	1	263	0.38%
2374	Stoneydelph Primary School	Tamworth	Primary	1	270	0.37%
4051	Paulet High School	East Staffs	Secondary	3	858	0.35%
4176	The de Ferrers Academy	East Staffs	Secondary	7	2,167	0.32%
4181	King Edward VI High School	Stafford	Secondary	2	622	0.32%
2394	Landywood Primary School	South Staffs	Primary	1	321	0.31%
4075	Codsall Community High School	South Staffs	High	3	989	0.30%
4710	Blessed Robert Sutton Catholic Voluntary Academy	East Staffs	Secondary	2	660	0.30%
2407	Castlechurch Primary School	Stafford	Primary	1	331	0.30%
4067	Blythe Bridge High School	Staffs Moorlands	Secondary	3	1,010	0.30%
2006	Veritas Primary Academy	Stafford	Primary	1	356	0.28%
4070	Kingsmead School	Cannock Chase	Secondary	3	1,111	0.27%
4093	Chesterton Community Sports College	Newcastle	Secondary	2	794	0.25%
4072	Moorside High School	Staffs Moorlands	Secondary	2	821	0.24%
5403	Cardinal Griffin Catholic College	Cannock Chase	Secondary	2	872	0.23%
4055	Paget High School	East Staffs	Secondary	2	895	0.22%
4178	Chase Terrace Technology College	Lichfield	Secondary	3	1,375	0.22%
4183	The Weston Road Academy	Stafford	Secondary	2	927	0.22%
4180	Sir Graham Balfour High School	Stafford	Secondary	2	946	0.21%
4146	Thomas Alleyne's High School	East Staffs	High	2	1,002	0.20%
5404	Erasmus Darwin Academy	Lichfield	Secondary	2	1,038	0.19%
2014	John Wheeldon Primary Academy	Stafford	Primary	1	519	0.19%
4126	The Friary School	Lichfield	Secondary	2	1,115	0.18%
4100	Wolgarston High School	South Staffs	High	1	748	0.13%
4713	St John Fisher Catholic College	Newcastle	Secondary	1	1,010	0.10%
4111	Walton High School	Stafford	Secondary	1	1,319	0.08%
4061	John Taylor High School	East Staffs	Secondary	1	1,583	0.06%



## Admission Pathway to a Staffordshire Short Stay School (SSS) / Pupil Referral Unit (PRU)

This document sets out the categories of pupils who are eligible for admission to a Staffordshire Short Stay School or Pupil Referral Unit.

If there are any concerns or queries –either general or related to individual cases, please contact the Education Inclusion Officers who will provide guidance.

Newcastle & Staffordshire Moorlands	Lisa Wood	01785 895052
Stafford	Karen Armit	01785 854758
South Staffordshire & Cannock	Hayley Tonks	01543 334450
Lichfield	Laura Moseley	01785 895015
East Staffs & Tamworth	Sandra Bennett	01785 895127

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[lesley.cavlerley@staffordshire.gov.uk](mailto:lesley.cavlerley@staffordshire.gov.uk)

Last Updated: September 2019

Date of Review: September 2021

Staffordshire Local Offer:  
<https://www.staffordshireconnects.info/kb5/staffordshire/directory/document.page?id=85K5G2JsruA>

Email: [send.tippingst@staffordshire.gov.uk](mailto:send.tippingst@staffordshire.gov.uk)

## **Admission Pathway to a Staffordshire Short Stay School (SSS) / Pupil Referral Unit (PRU)<sup>1</sup>**

The District Inclusion Partnerships (DIP) have been established to act as the “managers” of the school community in regard to inclusion and therefore admissions to a SSS/PRU for a preventative placement would be in the majority of situations facilitated through the DIP. The Chair of the DIP will have ‘Power to Act’ between Partnership meetings when decisions are required urgently, i.e. placement of Looked after Children (LAC) or pupils who have an Education Health and Care Plan (EHCP).

Please note that any LAC from another LA who is new to the authority, the school/PRU must ensure Staffordshire’s Virtual School (VS) Headteacher is notified in the first instance as well as the School Admissions and Transport Team. [admissions@staffordshire.gov.uk](mailto:admissions@staffordshire.gov.uk)

If a pupil referred for a PRU placement has an EHCP then the SEND Assessment and Planning Service must be involved in any discussions or meetings. [sendreferrals@staffordshire.gov.uk](mailto:sendreferrals@staffordshire.gov.uk).

**There are 5 categories of pupils who are eligible for admission to a PRU.**

### **Main Roll of PRU –**

- 1. Permanent Exclusion**
- 2. Exceptional Admissions – no catchment school identified**

### **Dual Roll to PRU –**

- 3. Pupil at Risk – Intervention**
- 4. Medical Condition**
- 5. Support as part of a Managed Move**

All placement requests will require the completion of the relevant PRU’s Admissions form and schools should ensure that pupil’s CTF (see Appendix A) is forwarded in advance of an agreed admission date. Good practice would support all pupils accessing a PRU placement should have an Early Help Assessment (EHA) in place.

<https://www.staffsscb.org.uk/Professionals/Staffordshire-Early-Help-Strategy/Staffordshire-Early-Help-Strategy.aspx>

Schools and PRUs should take into account the DIP Protocol and Good Practice Guidance when proposing pupils for placement.

<https://www.staffordshireconnects.info/kb5/staffordshire/directory/document.page?id=RRCHVhq7gEE>

No pupil should be transferred to the main roll/single registration of a PRU for any other reason as those outlined above as this may constitute unlawful exclusion

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<sup>1</sup> The terms Pupil Referral Units (PRUs), Alternative Provision (AP) and Short Stay Schools (SSSs) are used interchangeably

and the LA will **not** provide the planned place or Element 3 (TRIG-8) funding to the PRU in such circumstances.

Schools accessing dual roll/subsidiary roll placements will be charged the Element 3 top up funding in line with the High Needs Top-up Assessment Framework TRIG-8.

<https://www.staffordshireconnects.info/kb5/staffordshire/directory/document.page?id=KD9joCbq-UU>

## Eligibility & Mechanism for Pupils accessing a **Main Roll/Single** Registration placement at a PRU

Category	Initial Contact	Paperwork Required	Action
<p><b>1. Permanent Exclusion (PEX)</b></p> <p><a href="https://www.staffordshireconnects.info/kb5/staffordshire/directory/document.page?id=bYtALMg3cuE">https://www.staffordshireconnects.info/kb5/staffordshire/directory/document.page?id=bYtALMg3cuE</a></p>	<p>Education Inclusion Officer (EIO) to be advised by excluding school of the permanent Exclusion</p>	<p>Excluding school to complete the Notification of Permanent Exclusion and return to <a href="mailto:inclusion@staffordshire.gov.uk">inclusion@staffordshire.gov.uk</a></p> <p>The contents of this form will provide sufficient information to support admission to the PRU</p>	<ul style="list-style-type: none"> <li>• The pupil will be discussed at the weekly Local Authority managed Alternative Provision Panel (APP) whereupon the education offer to the pupil following the PEX is agreed</li> <li>• EIO liaises directly with the PRU Headteacher to ensure education is provided from day 6 following permanent exclusion.</li> <li>• For KS3 pupils a mainstream school must be identified and this is facilitated through the PRU Headteacher and DIP unless exceptional circumstances apply. Additional funding is available to support pupils transferring from a PRU roll to a new mainstream school</li> <li>• For KS4 pupils a mainstream placement may be sought for pupils who are deemed able to achieve within a high school setting</li> <li>• In the unlikely rare circumstances of the exclusion of a LAC being considered then the Personal Education Plan (PEP) meeting must take place including the Social Worker or VS from the pupil's Home LA</li> <li>• A package funding request may be considered (please see TRIG-8 document for process) in exceptional circumstances eg siblings, perpetrators &amp; victims on same site</li> <li>• The placement will be reviewed regularly through APP</li> <li>• The PRU to consider the initiation of an EHCNA request if there are unidentified SEND needs and a longer term specialist provision or if return to a mainstream school with support is required.</li> </ul>

## Eligibility & Mechanism for Pupils accessing a **Main Roll/Single** Registration placement at a PRU

Category	Category	Category	Category
<p><b>2. Exceptional Admissions – no catchment school identified</b></p>	<p>The usual protocol should be that all children are placed on the roll of their catchment area school in order to access a preventative placement at a PRU.</p> <p>Where no school has been identified the Education Welfare Worker (EWW), EIO, Social Worker (SW), VS Headteacher/Co-ordinators, Principal Admissions Officer or the Children Missing Education Officer may identify pupils in exceptional circumstances for PRU placement but the usual protocol should be that children are placed on the roll of their catchment area school in order to access provision at the PRU.</p> <p>All exceptional admissions will be agreed at APP</p>	<p>The relevant PRU's Admission Form must be completed by the agreed lead officer</p>	<ul style="list-style-type: none"> <li>• If LAC then the PEP must take place including the SW or VS from the pupil's Home LA</li> <li>• If appropriate a multi-agency meeting must include the catchment mainstream school representative, EIO and PRU to establish school placement</li> <li>• A package funding request may be considered in exceptional circumstances eg siblings, perpetrators &amp; victims on same site</li> <li>• The placement will be reviewed regularly through APP</li> </ul>

## Eligibility & Mechanism for Pupils accessing a **Dual Roll/Current Subsidiary** placement at a PRU

Category	Initial Contact	Paperwork Required	Action
<p><b>3. Pupil at Risk – Intervention Placement</b></p> <p>Pupil's causing concern where their education placement is at risk and an intervention placement is sought for a short term</p>	<p>Schools raise pupils at risk of exclusion through their DIP and linking with their EIO. Schools can also discuss the pupil directly with the PRU</p> <p>If the pupil is LAC then notification to the VS is required in line with statutory guidance promoting the education of LAC pupils.</p> <p>NB. LAC should not wait for DIP where this may put delay into the system</p>	<p>Pupil's home school to lead on the completion of the EHA alongside the DIP referral form which has to be sent to the Chair of DIP 7 days before the DIP meeting of if necessary, at the PRU discretion with Chair agreed.</p> <p>For LAC pupils the home school to convene a PEP</p> <p>For EHCP pupils an early annual review should be considered</p>	<ul style="list-style-type: none"> <li>• PRU intervention agreed at DIP taking into account the prioritisation of vulnerable pupils.</li> <li>• Pupil is recorded on the DIP database</li> <li>• PRU liaises directly with pupil's home school regarding admission</li> <li>• Success Criteria for targets will milestone meetings between school and PRU to share progress</li> <li>• At end of agreed intervention, the pupil should return to full-time attendance at their home school or named school.</li> <li>• The PRU may support a managed move to a new school</li> <li>• PRU will be responsible in charging pupil's home school for the agreed dual roll placement in accordance with the agreed rates,</li> </ul>
<p><b>4. Medical Condition</b></p>	<p>Best practice in Staffordshire is that mainstream schools manage most cases independently without the need of PRU intervention</p> <p>The pupil's home school to liaise directly with the PRU Headteacher and inform the EIO and EWW.</p> <p>If the pupil is LAC then notification to the VS is required in line with statutory guidance promoting the education of LAC pupils.</p>	<p>Pupil's home school to lead on the completion of the EHA and ensure pupil is included on the DIP Database through referral to the DIP</p>	<ul style="list-style-type: none"> <li>• The PRU can support, advise and signpost the pupil's home school to ensure full access to education but this remains the responsibility of the pupil's home school.</li> <li>• PRU will be responsible in charging pupil's home school for the agreed dual roll placement in accordance with the agreed rates,</li> </ul>

<p><b>5. Support as part of a Managed Move</b></p> <p>See DIP Protocol document for advice and guidance on managed moves</p>	<p>Schools can raise pupils identified for a managed move through their DIP. Agreements between schools can include support from the PRU. EIOs and EWWs to be informed. If the pupil is LAC then notification to the VS is required in line with statutory guidance promoting the education of LAC pupils.</p>	<p>School to complete DIP referral form which has to be sent to the Chair of DIP 7 days before the DIP meeting.</p>	<ul style="list-style-type: none"> <li>• Details of support required from PRU, if applicable and must be included within written managed move agreement between schools and agreed at DIP meeting when prioritising pupils within district.</li> <li>• Please refer to DIP Protocol on advice and protocol regarding managed moves</li> <li>• PRU will be responsible in charging pupil's home school for the agreed dual roll placement in accordance with the agreed rates,</li> </ul>
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# Recording Dual Registered Pupils

## Enrolment Statuses and Absence Codes Enrolment Status

### Enrolment Status

A pupil will generally have one of the following enrolment statuses recorded on your MIS system:

- 'C' (current - single registration at this school)
- 'M' (current main - dual registration)
- 'S' (current subsidiary - dual registration)

We would not expect any pupil to be registered under "G" (Guest). We would also expect the PRU to be clear with the mainstream school and provide guidance that the mainstream school will need to change their registration from C to M when the PRU is providing an intervention placement.

The 'Y' code can be used to record a pupil's absence from the PRU due to transport issues.

### Recording Absence Correctly for Dual Registered Pupils

To avoid the double counting of attendance and absence for pupils who are registered at more than one school (referred to as 'dual registered'), each school will need to ensure they:

- record the attendance and absence for the sessions the pupil is required to attend at their school
- use code 'D' (dual registered at another educational establishment) to record all of the sessions that the pupil is due to attend at the other school
- Attendance code 'D' is not collected in the school census as it is not counted as a possible session. The number of 'sessions possible' for a dual registered pupil against the main school should exclude those when the pupil is due to attend the subsidiary school and vice versa. (source: School census 2015 to 2016 Guide, version 1.5)

### Examples

Pupil A holds a Main Dual (M) registration at a secondary school, and a Subsidiary Registration (S) at a Pupil Referral Unit (PRU). The pupil attends the PRU on Fridays only. The secondary school will therefore mark the child as absent on Fridays with a code of 'D', and the PRU will mark the pupil as absent Monday to Thursday using the 'D' absence code. Use of other absence codes in these circumstances may artificially increase percentage absence rates for your school/PRU.

Pupil B is present at an off-site educational activity that has been approved by the school. The school record this absence as code 'B'<sup>2</sup>; DfE guidance states that by doing this the school is certifying that the education is supervised at the time to warrant the 'B' code, and measures have been taken to safeguard pupils eg visits from the PRU would depend upon safeguarding risks. This code should not be used for any unsupervised educational activity or where a pupil is at home doing school work.

Further guidance around attendance published by the DfE can be found at <https://www.gov.uk/government/publications/school-attendance>

Staffordshire's Model Attendance policy can be found at: <https://www.staffordshire.gov.uk/Children-and-early-years/Childcare-providers-and-professionals/Attendance-Policy.aspx>

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<sup>2</sup> Approved education activity as pupil being educated off site (NOT dual registration)

## Managing Disengagement from Education

PRUs to follow the pathway below when addressing poor attendance of pupils on their single/main roll.

Timescale/Week	Weeks 1 and 2		Weeks 3 to 6		Weeks 6 to 8		Weeks 9 to 12	
Aspect	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
<b>Attendance status</b>	Admission  F/T provision offered –	Unauthorised  Approaching 10 'O' codes only Unauthorised Late 'U' to be addressed internally as demonstrates partial engagement	Unauthorised  20 'O' codes threshold reached within a 12-week period	Unauthorised  In excess of 20 'O' codes reached within a 12-week period and continuing	Unauthorised  In excess of 20 'O' codes reached within a 12-week period and continuing	Unauthorised  In excess of 20 'O' codes reached within a 12-week period and continuing	Unauthorised  In excess of 20 'O' codes reached within a 12-week period and continuing	Unauthorised  In excess of 20 'O' codes reached within a 12-week period and continuing
<b>School led Intervention</b>	Initial education provision offer made.  Does this meet the needs of this student could external AP package be considered for KS4 students at this point?  Students and parent/carers are informed that goal is to return them to mainstream provision.  Parental liaison Parents are informed that 100%	Home Visits (HV)  Safe and Well, child/parent thoughts and feelings  Daily contact  Amended timetable explored or external AP considered  Parental liaison- Parents informed that statutory action could be taken.	Daily contact + 1 HV  Safe and Well & mentoring  Explanation of Statutory Action threshold  Revisit timetable and AP options  Revisit external support offered to parents.  Refer to EWW	Daily contact + 1 HV  Safe and Well & mentoring  Explanation of Statutory Action threshold  Tracking/Case study collation	Daily contact + 1 HV  Safe and Well & mentoring  Case consultation to consider if an Early Help or social work referral is indicated	Daily contact + 1 HV  Safe and Well & mentoring	Daily contact + 1 HV  Safe and Well & mentoring	Finalise Tracking/Case Study  Refer to APP for review of provision with presentation of case study/tracking (see Step 4)

	attendance is expectation  School to ascertain which external agencies are working with the family							
<b>External Support</b>		Offer of support from external agencies to improve parenting capacity  Contact EHA Team in respect of available parent groups  Parental approval required by PRU	Parent invited into attendance clinic in PRU which is led by the EWW  EWW to consider if 20-day notice period to start and if consultation meeting is required  If 20 day notice not followed education consultation to be planned for Step 5	Request support from another PRU  Penalty notice period on-going	EWW to hold Education consultation meeting to review statutory options  Penalty notice period on-going	Penalty notice period on-going	Penalty Notice period ends – Review held led by EWW and decision made on issue of Penalty Notice	Penalty Notice Active for 4 weeks following issue. Pupil must remain on roll during this period.  Prosecution for non-attendance  If prosecution is taking place EWW to bring update to APP
<b>Desired outcomes</b>	Full time engagement in education provision	Re-engagement leading to full time engagement	Re- engagement leading to full time engagement	Re- engagement leading to full time engagement	Re- engagement leading to full time engagement	Re- engagement leading to full time engagement	Re- engagement leading to full time engagement	Re- engagement leading to full time engagement  All options considered, and/or additional resources required

## Common Transfer File

Extract below taken from the DfE's CTF 19 guide, version 1.0, June 2019

<https://www.gov.uk/government/publications/common-transfer-file-19-specification>

### Statutory obligation

All schools maintained by a local authority in England are required when a pupil ceases to be registered at their school and becomes a registered pupil at another school in England or Wales, to send a Common Transfer File (CTF) to the new school. Schools maintained by a local authority include all phases – for example, nursery, primary, secondary – and types of schools – for example, special schools and pupil referral units (PRUs). PRUs are legally defined as schools and so references to schools in this document should be regarded as also applying to PRUs.

Academies (including free schools) are also strongly encouraged to send CTFs when a pupil leaves to attend another school.

Where a pupil transfers to a new school in Scotland or Northern Ireland the old school in England is still required to send a CTF.

The statutory obligation on schools in England to send CTFs is set out in the Education (Pupil Information) (England) Regulations 2005 Statutory Instrument (S.I.) and subsequent amendments in The Education (Pupil Information) (England) (Amendment) 2008, The Education (Pupil Information and School Performance Information) (Miscellaneous Amendments) (England) 2013, The Education (Information) (Miscellaneous Amendments) (England) 2015, The Education (Pupil Information) (England) (Amendment) 2019. There is equivalent legislation for Wales.

### Importance of sending CTFs

Below are just some of the reasons why and circumstances when it is important for a school to send CTFs for pupils that are transferring to other schools.

- Pupil welfare - The transfer of CTFs enable pupils moving schools to be kept track of and ensures they do not go missing from the system. The transfer of CTFs also ensures that important information such as details of a pupil's special educational needs are immediately available to the new school.
- Maintaining pupil progress using prior attainment - CTFs contain details of a pupil's prior attainment. A new school can use this information to inform their planning for the pupil's continuing education. Using this knowledge of prior attainment, the school is better able to meet the individual needs of each pupil with greater accuracy and maintain the momentum of their learning.



**The STAFFORDSHIRE  
Pupil Referral Unit (PRU)  
High Needs Top-up  
Assessment Framework  
ELEMENT 3: Top up funding  
“TRIG-8”**

**April 2019**

This document sets out the Local Authority’s funding for pupils placed in a Staffordshire Pupil Referral Unit (PRU) or Short Stay School (SSS).

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Last Updated: April 2019

Date of Review: April 2020

Staffordshire Local Offer:

<https://www.staffordshireconnects.info/kb5/staffordshire/directory/advice.page?id=tiel&fPLKelc>

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**The Staffordshire PRU High Needs Top-up  
ASSESSMENT FRAMEWORK  
ELEMENT 3: TOP-UP FUNDING**

**“TRIG-8”**

		<b>Element 3 Top-Up Rates</b>
<b>Dual Rolled Pupil</b>	<b>Primary</b>	£50 per day
	<b>Key Stage 3</b>	£37 per day
	<b>Key Stage 4</b>	£37 per day
	<b>Package</b>	Individually costed
<b>Single Rolled Pupil</b>	<b>Primary</b>	£7,300 pa
	<b>Key Stage 3</b>	£7,300 pa
	<b>Key Stage 4</b>	£7,300 pa
	<b>Package</b>	Individually costed

## 1. PRU Environmental Capacity Protection

On an annual basis the 6 PRUs Gross Internal Floor Area (GIA) of their main site will be compared with their on-site commissioned planned places to provide a m2 per planned place per PRU. Across the 6 PRUS an average m2 per planned place will also be calculated. Any PRU whose m2 per planned place is below the average m2 across the PRUs will be provided with a financial protection to acknowledge the environmental limitations of their PRU.

This protection identifies PRUs where the pupil teacher staffing ratio, linked to the needs led model is not viable due to the classroom sizes.

The protections for the financial year 2019-20 is detailed below:

PRU	Places Commissioned			Gross Internal Area (GIA)	m2 per pupil	m2 per pupil	Protection for PRUs who are below average m2
	On Site	AP	Total				
Bridge	40	10	50	1108	27.7	6.9	
CEDARS	35	30	65	1147	32.8	12.0	
Hollies	30	15	45	599	20.0	-0.8	£ 6,200
KSSS	48	7	55	619	12.9	-7.9	£ 57,800
Chaselea	46	0	46	747	16.2	-4.6	£ 33,400
BSSS	48	3	51	735	15.3	-5.5	£ 40,200
<b>Total</b>	<b>247</b>	<b>65</b>	<b>312</b>	<b>4955</b>			<b>£ 137,600</b>
<b>Average m2 Per Pupil across Staffordhsire PRUs</b>					<b>20.8</b>		

## 2. Split Site Allowance

In addition to the pupil-led top-up funding, a PRU who qualifies for a split-site allowance, will be provided with a £20,000 lump sum in recognition of increased costs in running two sites e.g. administration, ICT, travel.

## 3. Pupil Premium for dual registered pupils

*Question:* Does the pupil qualify for Pupil Premium?

In 2019-2020 financial year the

- Pupils in years 7 to 11 recorded as Ever 6 FSM receive £935pa
- Pupils in year groups reception to year 6 recorded as Ever 6 FSM receive £1,320pa.

The PRU Headteacher can take a strategic decision based on the pupil's attendance with the principle that if a pupil is attending full time then the PP should be transferred to the PRU in addition to the TRIG-8 funding.

Pupil Premium Plus for both dual and single rolled pupils is an individual request direct to the Head teacher for the Virtual School for Looked After Children by the PRU.

#### **4. Package Funding**

Individual pupil package funding can be requested with the completion of Appendix A. This needs to be sent direct to Lesley Calverley, Senior Commissioning Manager - SEND for consideration and cc to SEN Finance (Andrea Partridge).

#### **5. Process for day 6 provision for Permanently Excluded KS3/4 Pupils**

From day 6 following a permanent exclusion, the pupil is put onto the PRU's roll as dual rolled. However the TRIG-8 funding source cannot be established until the decision of the permanent exclusion has been made.

Therefore:-

- If the appeal is upheld then the TRIG-8 funding from day 6 will be paid by the local authority automatically and the pupil will transfer onto the main roll of the PRU. Please note that following an upheld permanent exclusion the mainstream school is charged the AWPU and the pupil premium where applicable, from the 'relevant' date which is the 6th school day after the exclusion to the end of the financial year.
- If the appeal is NOT upheld or rescinded then the mainstream school will need to be charged the TRIG-8 from day 6 by PRU as part of the dual rolled process and the pupil will remain dual rolled with the PRU.

#### **6. Staffordshire Funding for Looked After Pupils**

##### **Pupil Premium Plus Funding**

Pupil Premium Plus is a government grant to support and promote the education of children and young people in care<sup>1</sup>.

- From 1 April 2014 Pupil Premium Plus can provide each looked after child (LAC) of school age with £2,300 to support their education. However, some children may get more, some less, depending on an assessment of their individual needs.
- Children and young people will be eligible as soon as they enter care.
- Pupil Premium Plus must be used to improve outcomes and raise attainment.
- The Head teacher for the Virtual School for Looked After Children is responsible for making sure there are effective arrangements in place for

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<sup>1</sup> Looked after children (LAC) defined in Children Act 1989 as one who is in the care of, or provided with accommodation by, an English local authority and Children who have ceased to be looked after by a local authority in England and Wales because of adoption, a special guardianship order, a child arrangements order or a residence order

allocating Pupil Premium Plus funding to benefit children looked after by Staffordshire Local Authority, wherever they are placed.

- How the grant is to be used must be clearly identified in each young person's Personal Education Plan [PEP] in consultation with the designated teacher and the social worker, plus contributions from the carer and other relevant professionals.

Staffordshire will be delegating the £500 per term to schools and this will apply to all single rolled LAC pupils at PRUs.

More information on pupil premium plus can be found on our [main Staffordshire County Council website](#).

## **7. Additional Funding**

Staffordshire County Council recognises the importance of maximising the educational outcomes for our Looked After Children. As Corporate Parents for these children, one of the ways that we fulfil this role is to offer “additional funding” to support looked after pupils at risk of poor educational outcomes. This is intended to be used to provide short term, extra financial aid in order to help maintain a Looked after Child in education.

The Key aims of additional funding:

- To support integration packages
- To provide additional support to avoid exclusion
- To provide support for transitions e.g. from primary to secondary school
- To provide support in addition to other funding streams e.g. pupil premium, AEN funding for looked after pupils at risk of poor educational outcomes

A request for additional funding can be made by an education provider or social worker following consultation with a member of the Virtual School.

There must be evidence that other funding streams e.g. pupil premium have been used first to promote educational outcomes.

## **8. Agreed Policy to be Adopted by all**

- a. PRUs and schools must adhere to the PRU admission pathway<sup>2</sup> for all pupils accessing provision from a Staffordshire PRU.
- b. PRUs and schools must adhere to Staffordshire's Policy to Support Pupils Educated in Short Stay Schools<sup>3</sup>

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[https://search3.openobjects.com/mediamanager/staffordshire/hub/files/58\\_admission\\_pathway\\_to\\_a\\_staffordshire\\_short\\_stay\\_school\\_-\\_april\\_16.pdf](https://search3.openobjects.com/mediamanager/staffordshire/hub/files/58_admission_pathway_to_a_staffordshire_short_stay_school_-_april_16.pdf)

[https://search3.openobjects.com/mediamanager/staffordshire/hub/files/53\\_policy\\_to\\_support\\_pupils\\_educated\\_in\\_pru\\_sss\\_may\\_2017.pdf](https://search3.openobjects.com/mediamanager/staffordshire/hub/files/53_policy_to_support_pupils_educated_in_pru_sss_may_2017.pdf)

- c. All dual rolled pupils accessing alternative education which has been commissioned by the PRU, whether the provider is funded by DIP or PRU direct, must go on the dual roll of the PRU and TRIG-8 funding is chargeable to the pupil's home school. This charge must reflect both the cost of the AP and the service provided by the PRU by quality assurance, safeguarding, mentoring and working with external agencies and Ofsted responsibilities and accountability. Exceptions acknowledged when schools have commissioned the placement directly with the alternative provider.
- d. Where a pupil's individual learning plan incorporates education on both the pupil's home school and PRU, a proportional charge of the TRIG-8 will be agreed between the PRU and school prior to placement.

## **9. Accountability of District Inclusion Partnership (DIP) Funding**

Where High Needs Block funding allocated to DIPs (or to the new district structure following the SEND Transformation) from the Local Authority, is transferred to the PRU to manage on their behalf, the PRU is then accountable for the reporting and recording of expenditure.

Regular monitoring of this budget must be recorded within the DIP Management minutes in addition to approval via the PRU's Management Committee and sent direct to the local authority designated officers including SEND Finance.

- a. Summer term plan/estimate of what is to be commissioned for the forthcoming financial year as a break-down per provider and supporting cost.
- b. Termly update on actual spend compared to initial plan/estimate.
- c. Summer term final outturn on previous year's expenditure compared to initial plan.

## **1. Key Stage 1 and Key Stage 2 Tuition when the PRU is not registered for primary pupils**

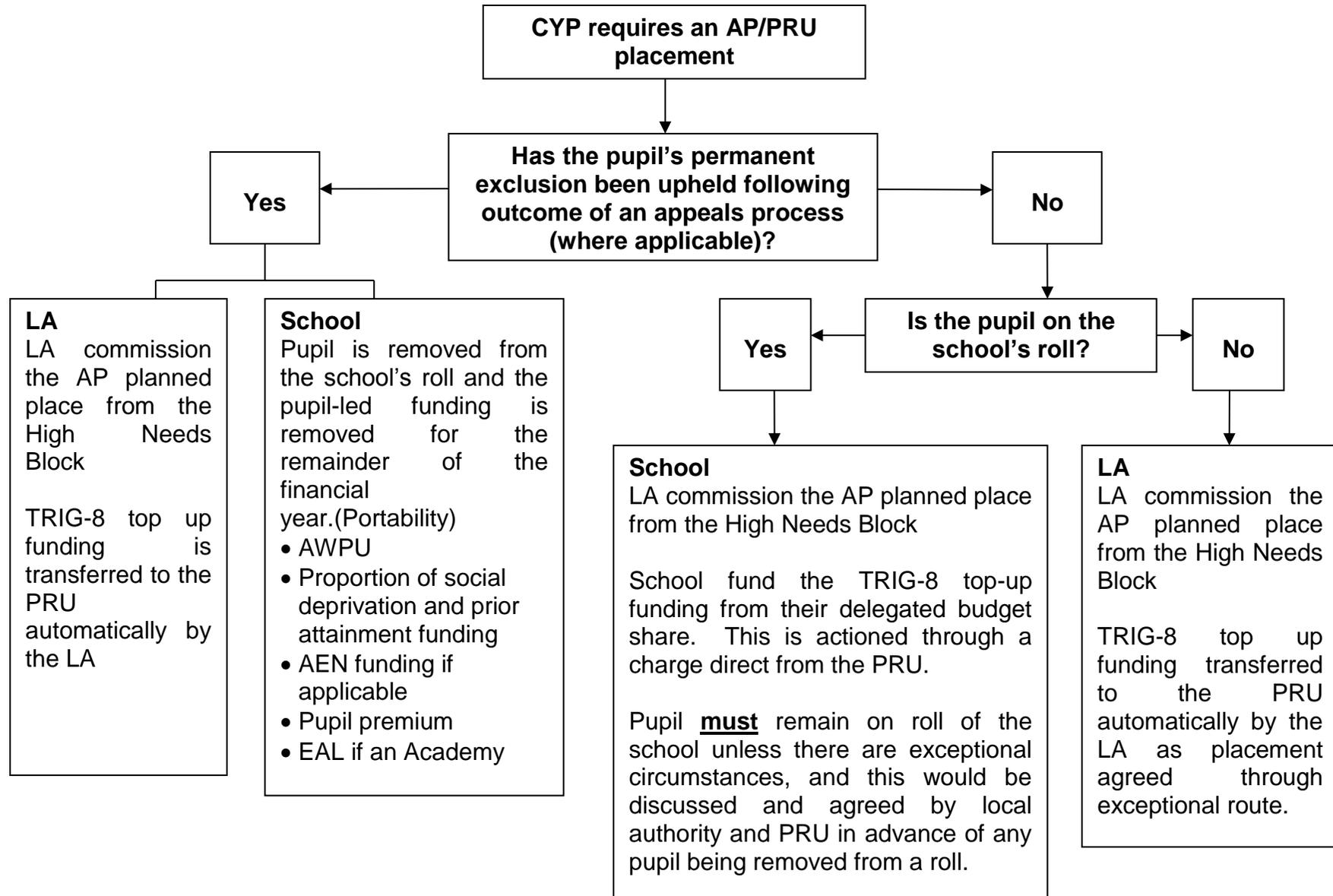
### Principles

- When a primary aged pupil has been permanently excluded, they will remain on the roll of their school until the outcome of the exclusion process is known. During this period, they will be dual rolled to the base entitled "Education Otherwise (EOTAS)".
- If the permanent exclusion is upheld the pupil will be recorded as main rolled "Education Otherwise (EOTAS)" until a new school is identified.
- The DIO to ensure the Capita One system is accurate and reflects the above on the school history tab.
- The SEND Admin Team ensure the Capita One system is accurate and reflects the education provision and the Panel 34 data.
- The Pupil is not to be recorded on the PRUs SIMS system. The only exception will be when it is felt appropriate that a year 6 could be

accommodated within the PRU to be taught with the PRU's Key Stage 3 students.

- Attendance details are recorded on a spreadsheet/word document by the PRU and can be shared with the local authority on request.
- A cost figure of providing tuition on behalf of the local authority is to be provided to Lesley Calverley and cc. to SEN Finance (Andrea Partridge) using the agreed template (See Appendix B).
- On submission and agreement of this template – KS1/2 Funding will be transferred to the PRUs budget.
- At any point in time a report may be requested by the local authority detailing the outcomes for the pupil and quality assurance of the provider
- Funding
  - £200 agreed as initial cost for setting up tuition (eg home visit, administration)
  - £50 agreed as the hourly teacher rate (UPS3)
  - As an exception, it may be more appropriate for a year 6 pupil to be put onto the PRU roll and educated with year 7 pupils. Under these circumstances the pupil would be funded through the normal TRIG-8 mechanism.

**FUNDING FOR PUPILS PLACED IN A STAFFORDSHIRE PRU**



## PRU TRIG-8 PACKAGE Funding Request

<b>PRU:</b>					
<b>Pupil:</b>		<b>DOB:</b>		<b>TRIG-8 :</b>	
<b>Summary of Need requiring Package Support :</b>					
<b>Please identify which of the 8 Triggers apply</b>					
<b>1</b>		SEN Statement or agreement has been made for pupil to undergo Statutory Assessment			
<b>2</b>		Criminal Justice Category			
<b>3</b>		LAC and/or named Social Worker			
<b>4</b>		Legal attendance below 40% on admission to AP/PRU during their last educational placement			
<b>5</b>		Has a Child Protection Plan			
<b>6</b>		Pupil <b><u>is at</u></b> Tier 3 - Alcohol and drugs misuse			
<b>7</b>		Pupil has non engagement with Services on admission where they have either been referred or signposted to			
<b>8</b>		Expectant young parent			
<b>1.</b>		What is the purpose of the Package funding – is it for an intervention for review or for long term?			
<b>2.</b>		How are you planning to use the additional funding?			
<b>3.</b>		How many hours are you requesting to be funded in addition to the top up funding and at what salary grade?			
<b>4.</b>		Will the funding allow the pupil to participate more in class rather than increase his/her isolation?			
<b>5.</b>		What CPD requirements, if any, does			

<p>the school require to meet this pupil's needs?</p>	
<p><b>6.</b> If the funding has been in place historically, what progress, impact has it made?</p>	
<p><b>7.</b> What targets will be in place if Package funding is received?</p>	
<p><b>8.</b> What curriculum areas will be covered given this additional funding and what are the expected outcomes?</p>	
<p><b>9.</b> Other extenuating circumstances triggering Package funding e.g. contextual, safeguarding, extreme need in a particular area, tribunal avoidance etc.</p>	

**KEY STAGE 1 & 2 Tuition**  
**COMMISSIONED INDIVIDUAL LEARNING PLAN**

<b>PRU:</b>						
<b>Student Name:</b>				<b>SEN Status:</b>		
<b>Year Group:</b>			<b>Start Date:</b>			
<b>DOB:</b>			<b>End Date:</b>			
<b>Brief Description for reason for Home Tuition</b>						
<b>DAY</b>	<b>SUBJECT</b>	<b>No. OF HRS</b>	<b>HRLY TUTOR RATE £</b>	<b>TOTAL TUTOR COST £</b>	<b>TUTOR TRAVEL COSTS £</b>	<b>TOTAL DAILY RATE £</b>
Monday			£50.00			
Tuesday			£50.00			
Wednesday			£50.00			
Thursday			£50.00			
Friday			£50.00			
Other Costs (eg Alternative Education Package)						
<b>TOTAL WEEKLY COST TO DELIVER LEARNING PLAN</b>		<b>hrs</b>		<b>£</b>	<b>£</b>	<b>£</b>
Management and admin initial set-up fee (paid only once per pupil)						<b>£ 200.00</b>
<b>COMMENTS</b>						

**This form is to be submitted direct to Lesley Calverley and cc to SEND Finance (Andrea Partridge) prior to implementation of programme for agreement**

<b>Local Members Interest</b>
N/A

## **Prosperous Staffordshire Select Committee - Friday 17 January 2020**

### **Education and Skills Strategy: A Partnership Framework for Staffordshire**

#### **Recommendation**

I recommend that:

- a. Members scrutinise the activity of the recently-established Education and Skills Strategic Group and its agreed work programme.

#### **Report of Cllr Philip White, Cabinet Member for Learning and Employability**

#### **Background**

1. Members met in December 2018 to scrutinise the draft Education and Skills Strategy: A Partnership Framework for Staffordshire. Members fed their comments into the consultation process and requested that an update on the progress be brought to a future meeting of the Committee

#### **Summary**

2. Following overwhelming support from consultees, and with Cabinet approval, the [Education and Skills Strategy: A Partnership Framework for Staffordshire](#) was published in April 2019, with a clear vision:

“That every Staffordshire child receives the best possible education and is equipped with the learning, skills, aspirations and opportunities they need to continue lifelong learning and forge a successful career, with fulfilled healthy lives, as responsible adults.”

3. On 20 June 2019, the inaugural meeting of the [Education and Skills Strategic Group](#) was held, with a [membership](#) reflecting the range of educational partners and providers across Staffordshire and beyond.
4. The [notes from the June 2019 meeting](#) refer to officer presentations on the county council’s new “Raising Aspiration” programme of research with Staffordshire University and on the “Future economy and Local Industrial Strategy” and to the group’s agreement to seven key priorities for its future work programme:
  - a. INCLUSION – including all learners, vulnerable groups
  - b. ASPIRATION – including IAG for all ages, careers education, role of parents/family

- c. OUTCOMES – educational and wider health, social, civic, etc
  - d. CURRICULUM OFFER – eg, consistency between all phases, input from employers and sector leaders
  - e. BEST PRACTICE – eg, sharing successes, what can be done for “free”
  - f. EMOTIONAL WELLBEING – including personal resilience
  - g. CAPACITY – eg, recruitment and retention, strong governance, lobbying of government
5. At its second meeting, on 2 October 2019, the group discussed presentations on “Aspiration and the Local Industrial Strategy” with Alun Rogers (Interim LEP chair) and “Best Practice” with Bernie Pearce (Director of Blackfriars Teaching School). The board also agreed that its work programme for the coming year would focus on Aspiration and Best Practice:
- a. ASPIRATION – convene a workshop to identify how all education providers should use the information and intelligence in the Local Industrial Strategy and also to identify and share existing good practice. The longer term aim is to define a broad “Staffordshire curriculum”, which reflects the educational, career and lifelong learning aspirations for the county.
  - b. BEST PRACTICE - convene a workshop to identify sources of best practice, but with an emphasis on the development of personal characteristics. The longer term aim for this priority is to define a broad “Staffordshire curriculum”, which reflects the values and skills aspirations for the county.
6. In addition, the group agreed to adopt the Framework for Ethical Leadership in Education of selflessness, integrity, objectivity, accountability, openness, honesty and leadership (refer to page 10 of the [Final Report of the Ethical Leadership Commission, January 2019](#)). Finally, the group agreed to:
- a. establish a task and finish group to develop proposals for the first STAFFORDSHIRE EDUCATION and SKILLS CONFERENCE, in summer 2020, to draw together the diverse range of providers and partners to showcase good practice and the work of the strategic group.

### **Link to Strategic Plan**

- 7. Strategic priority to “Improve Education and Skills provision in our schools, colleges and universities so that more people gain the training and qualifications they need to succeed”.

### **List of Background Documents/Appendices:**

None.

## Contact Details

**Report Commissioner:** Tim Moss  
**Job Title:** Head of School Improvement and Strategy  
**Telephone No.:** (01785) 277963  
**E-Mail Address:** [tim.moss@staffordshire.gov.uk](mailto:tim.moss@staffordshire.gov.uk)



<b>Local Members Interest</b>
N/A

## **Prosperous Staffordshire Select Committee - Friday 17 January 2020**

### **Staffordshire Library Service 2020-2025**

#### **Recommendations**

I recommend that the Prosperous Staffordshire Select Committee:

- a. Scrutinises the attached draft recommendations to Cabinet contained within the Staffordshire Library Service 2020-2025 report (attached at appendix 1).
- b. Notes the range of activity which takes place across Staffordshire Libraries and the value that this activity delivers within communities.
- c. Provides comment on the overall direction of travel for the Library Service and the proposed support package for the community managed library model which will enable the sustainability of the Community Managed Libraries and support their work within communities.

**CLlr Gill Heath, Cabinet Member for Communities**

#### **Summary**

1. Select Committee is being asked to review and scrutinise the attached draft Cabinet paper and recommendations – Staffordshire Library Service 2020-2025 (attached at appendix 1).
2. That the Select Committee notes the range of activity which takes place across Staffordshire Libraries and the value that this activity delivers within communities (paragraphs 19 through to 22).
3. In advance of the Cabinet meeting on the 19<sup>th</sup> February Select Committee provides comments which will be reported to Cabinet and informs the final cabinet paper and recommendations.

#### **Report**

4. The attached paper provides an update on Staffordshire County Council's library offer which was agreed by [Cabinet](#) on 18 July 2018 and outlines the proposed future direction and strategy for Staffordshire's Library Service 2020-2025.
5. Within Staffordshire the Library Service contributes to delivering literacy, life skills and digital inclusion, supporting the delivery of Staffordshire's Education and Skills strategy and our agenda for increasing aspiration. The library, as a community asset and our offer, are embedded within the Corporate People helping People agenda, the Place Based approach and enables communities to take responsibility for #DoingOurBit.

6. [The Public Libraries and Museums Act 1964](#) gives the County Council a statutory duty to provide “a comprehensive and efficient library service for all persons” The Act allows for joint working between library authorities and councils may also offer wider library services (for example, loaning devices, running activities or providing access to Wi-Fi and computers).
7. The **delivery model** for Staffordshire’s Library Service which was informed by extensive public consultation during 2014 and further public consultation during 2018 is outlined in paragraphs 8 through to 22. The County Council now manages and delivers a library service at 16 libraries whilst 27 libraries are managed by communities with county council support. All 43 static libraries remain part of Staffordshire’s statutory library network.
8. The transformation of Staffordshire’s Library Service is described in paragraphs 23 through to 25.
9. The **Community Managed Library Model** and associated costs are detailed in paragraphs 26 through to 40. To ensure the continued success of Staffordshire County Council’s community managed library model, ongoing support and investment is essential or there is a risk that Community Managed Libraries might fail.
10. The proposals for **Staffordshire Libraries 2020-2025** are outlined in paragraphs 41 through to 58.
11. An update on the **Self-Service Pilot** can be found within paragraphs 59 through to 61.
12. **Next Steps** subject to the comments from this committee are proposed in paragraphs 62 through to 68.

### **Link to Strategic Plan**

13. That communities and individuals are:
  - a. Able to access more good jobs and feel the benefit of economic growth
  - b. Healthier and more independent
  - c. Feel Safer, Happier and more supported in and by their community

### **Link to Other Overview and Scrutiny Activity**

14. Previous committee papers:
  - a. Achieving Excellence: Libraries in a Connected Staffordshire, Prosperous Staffordshire Select Committee Report 19 December 2013
  - b. Libraries in a Connected Staffordshire – Part 2, Prosperous Staffordshire Select Committee Report 12 May 2014

- c. Libraries in a Connected Staffordshire – Part 3, Prosperous Staffordshire Select Committee Report 23 January 2015
- d. Libraries in a Connected Staffordshire – Part 4, Prosperous Staffordshire Select Committee Report 1 June 2015
- e. Libraries in a Connected Staffordshire – Part 5, Prosperous Staffordshire Select Committee Report 12 October 2015
- f. Update on the Library Service Briefing Note, Prosperous Staffordshire Select Committee Report 3 March 2017
- g. [Staffordshire's Libraries Strategy, Prosperous Staffordshire Select Committee Report 12th September 2017](#)
- h. [Staffordshire's Libraries Strategy, Prosperous Staffordshire Select Committee 20th June 2018](#)

### **Community Impact**

A full Community Impact Assessment will be completed and attached to the completed Cabinet paper.

### **List of Background Documents/Appendices:**

Appendix 1 – 2020 Draft Cabinet Paper

### **Contact Details**

Report Author:	Janene Cox OBE, Assistant Director for Culture, Rural and Safer Communities
SLT Lead:	Helen Riley, Deputy Chief Executive and Director for Families and Communities
Cabinet Member Lead:	Cllr Gill Heath, Cabinet Member for Communities





**Cabinet Meeting on 19 February 2020**

**Staffordshire Library Service 2020-2025**

**Cllr Gill Heath, Cabinet Member for Communities said:**

“The evolution in recent years of Staffordshire’s library service has been remarkable. While maintaining 43 libraries across the county, as well as two mobile services, hundreds of people have made a difference by volunteering at either our county council managed libraries, or the community managed ones.

“Not only do our libraries provide the traditional service for all, but increasingly they are becoming community hubs; home to a variety of services helping people in many different ways.

“These proposals will help us continue this success story into the next decade.”

**Report Summary:**

This report provides an update on Staffordshire County Council’s library offer, celebrates the transformation that has been achieved and makes recommendations for the future direction and strategy for Staffordshire’s Library Service 2020-2025.

**Recommendations**

I recommend that:

- a. Cabinet notes the range of activity which takes place across Staffordshire Libraries and the value that this activity delivers within communities.
- b. Cabinet endorses and agrees the reviewed support package for the community managed library model which will enable the sustainability of the Community Managed Libraries and support their work within communities.
- c. The key milestones as detailed in paragraph 68 are agreed.

<b>Local Members Interest</b>
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N/A
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## **Cabinet – 19 February 2020**

### **Staffordshire Library Service 2020-2025**

#### **Recommendations of the Cabinet Member for Communities:**

- a. Cabinet notes the range of activity which takes place across Staffordshire Libraries and the value that this activity delivers within communities.
- b. Cabinet endorses and agrees the reviewed support package for the community managed library model which will enable the sustainability of Community Managed Libraries and support their work within communities.
- c. The key milestones as detailed in paragraph 68 are agreed.

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

#### **Reasons for Recommendations:**

#### **Context and Background**

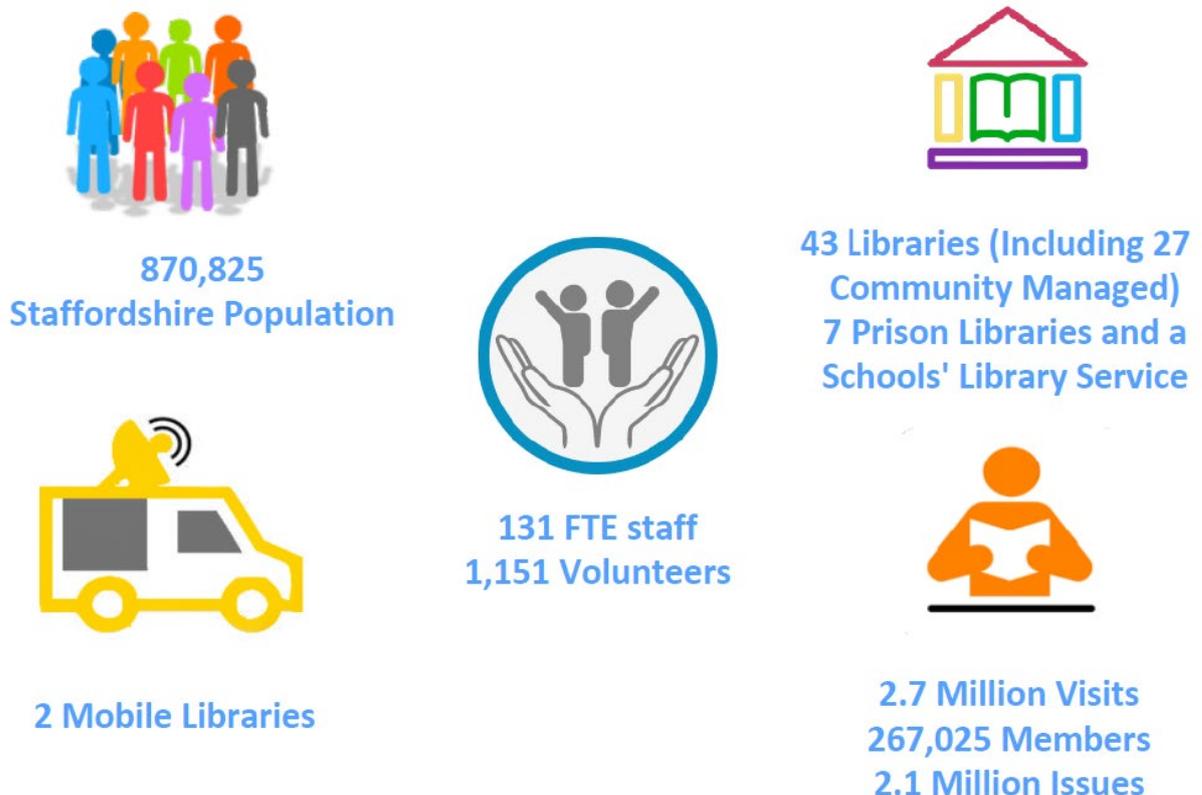
1. The purpose of this report is to provide an update on Staffordshire County Council's library offer which was agreed by [Cabinet](#) on 18 July 2018 and outlines the proposed future direction and strategy for Staffordshire's Library Service 2020-2025.
2. Within Staffordshire the Library Service contributes to delivering literacy, life skills and digital inclusion, supporting the delivery of Staffordshire's Education and Skills strategy and our agenda for increasing aspiration.
3. Staffordshire's Libraries are integral to the development of "Community Health Points" where vulnerable people are supported to retain their independence with access to information, advice, guidance and social connections to assist them to live well within their community.
4. The library, as a community asset and our offer, are embedded within the Corporate People helping People agenda, the Place Based approach and enables communities to take responsibility for #DoingOurBit.
5. [The Public Libraries and Museums Act 1964](#) gives the County Council a statutory duty to provide "a comprehensive and efficient library service for all persons" The Act allows for joint working between library authorities and councils may also offer

wider library services (for example, loaning devices, running activities or providing access to Wi-Fi and computers).

6. The Act provides the Secretary of State with the statutory power to intervene and call a local inquiry when a library authority fails (or is suspected of failing) to provide the required service and councils that have proposed extensive library closures have been subject to judicial review.
7. The public library service is a local service and the interpretation of “comprehensive and efficient” differs between councils depending on local need. It is therefore the responsibility of local councils to determine how the library service is managed and delivered:
  - a. in consultation with their communities
  - b. through analysis of evidence around local needs
  - c. in accordance with their statutory duties

### Staffordshire Libraries

8. As part of Staffordshire County Council’s statutory library network there are 43 Libraries and 2 Mobile Libraries. The Prison Library Service and School’s Library Service are externally funded. See Figure 1 below:
9. Figure 1 - 2018-19



10. The delivery model for Staffordshire's Library Service was informed by extensive public consultation during 2014 and further public consultation during 2018. The County Council now manages and delivers a library service at the 16 largest and busiest libraries which account for over 75% of library visits.
11. 27 of the County Council's least busy libraries, which account for 25% of library visits, have been transferred to 19 community groups/organisations over a 3-year period (see paragraph 38) These groups, through the current lease arrangement, manage and deliver the statutory library offer, while the council remains responsible for agreed utility bills and maintenance costs, library stock, public pcs and Wi-Fi.
12. There is an effective level of support in place for the Community Managed Libraries from the Library Service, with additional financial support from Strategic Property who, under the current lease arrangement, underwrite the utility bills to an agreed level and provide ongoing building maintenance. Without this level of support, Community Managed Library organisations would be at risk of failing.
13. With 43 static libraries Staffordshire currently has 1 static library per 20,251 population. Without professional support and guidance, Staffordshire's 27 Community Managed Libraries would not form part of our statutory provision. This would leave 1 library per 54,426 population with a risk that Staffordshire may be subject to judicial review for failing to provide a "comprehensive and efficient" library service.
14. Library authorities that have proposed extensive library closures have been subject to judicial review. When Northamptonshire County Council proposed to close 21 libraries and retain 8 large and 7 medium branch libraries leaving 1 library per 60,000 residents, a High Court found in July 2018 that the council's decision-making process had been unlawful.
15. During 2018-19:
  - a. Staffordshire Libraries had **267,025** library members, over **2.7m** physical library visits and **638,000** virtual visits and issued nearly **2.2m** items.
  - b. **326,861** sessions were booked on library pcs, **11,344** children joined the Summer Reading Challenge and **15,594** bus passes were processed.
  - c. Over **1,151** volunteers participated in regular volunteering opportunities contributing **100,529** hours of volunteering into the service which added value and made a financial, in kind, contribution of **£1.4m<sup>1</sup>** towards the delivery of Staffordshire's Library offer for the same period.

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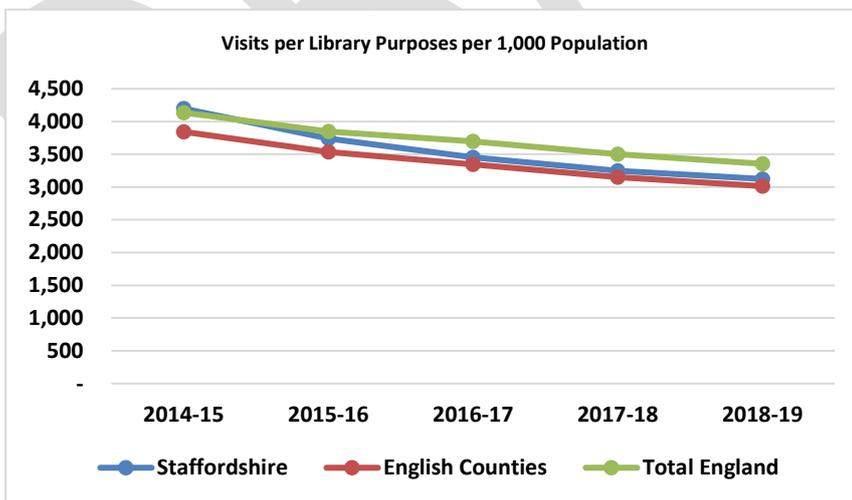
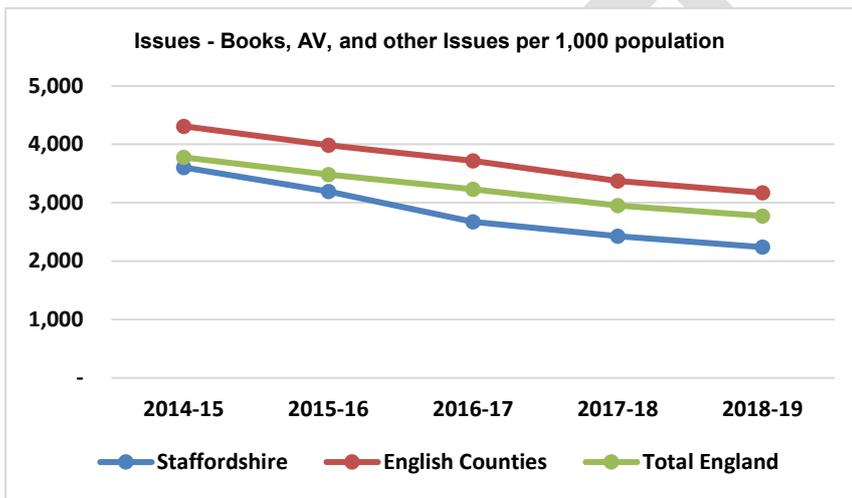
<sup>1</sup> The cost of volunteering in accordance with best practice is based on the following calculations (all figures published May 2015 on ONS website regarding all UK industries and occupations.). Average weekly earnings for full-time employees in the UK divided by hours in a full-time week worked on average equals £13.71 per hour average. Rounded up for ease of calculation to £14 per hour volunteered.

d. See Libraries Infographic in Appendix B for more detail.

16. As described in previous reports the way that people access information and learning, the way they socialise and interact with each other and with organisations continues to evolve in the digital age.

17. The use of libraries in Staffordshire is in line with national trends. Figure 2 <sup>2</sup>below compares Staffordshire against the other English Shire counties and Library authorities in England.

18. Figure 2: Issue & Visits per 1,000 population (2014/15 to 2017/18)



19. Whilst we recognize that traditional use of libraries is declining, libraries across Staffordshire continue to meet community need and deliver wider county council outcomes:

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<sup>2</sup> CIPFA Public Library Statistics Actuals 2014-18

### **Be able to access more good jobs and feel the benefits of economic growth:**

- Business Enterprise Support (BES) who manage **Silverdale CML** (Community Managed Library) were awarded £34,000 from the NatWest Skills and Opportunities Fund to develop a new Business Start-up Hub within Silverdale CML. The hub includes a dedicated area within the Library with IT access and a Hub Co-ordinator to assist and mentor anyone who is seeking to start their own business.
- A partnership between Business Enterprise Support (BES) and Newcastle-under-Lyme College enabled students from the college studying painting and decorating to decorate the interior of **Silverdale CML**. This enabled the students to put into practice what they have learned in college, project managing the work as a key course component.
- The National Careers Service run sessions at **Silverdale and Talke CMLs**, providing 1-1 support for individuals seeking to change their career, find employment, or access training advice and support; offering specific support for CV writing, job searches and opportunity awareness.

### **Be healthier and more independent:**

- Doodle bags are a new initiative co-created with Young Minds at **Burton Library** enabling young people to discreetly borrow books from the Shelf Help collections in libraries helping to avoid stigma amongst peers. Doodle bags contain additional resources including colouring books. One young person commented *“Weirdly doing the colouring and drawing has helped me loads. I didn’t think it would!”* and from health professionals, *“Mental health support in a bag. Impressive stuff!”* *“Love, love, love this! The co-creation with the young people shows through. Supporting book choice is incredible!”*. There are plans to roll this out to 8 additional libraries across the county.
- In July 2018 Compton Care, working with Cruse Bereavement Care began a collaboration with **Perton Library** to establish a bereavement information hub. The monthly sessions began at Perton Library in July 2018 and have an average attendance of 24 people. The Bereavement Information Hub offers people from Perton and the surrounding communities the opportunity to access valuable information, support and companionship for those affected by loss and grief. The library setting is recognised as a safe, friendly and welcoming environment for people to attend and find out more about what is on offer in their community and to meet others who have first-hand experience of the grief of losing a loved one. One visitor explains how she has benefitted from the hub *“It has helped me feel a connection with others who have been through similar situations and it has helped me to realise what I am feeling is normal”*.

A further hub was launched at **Wombourne Library** on 1<sup>st</sup> April and due to the success at Perton an evening Hub was established in June, offering a chance for working people to benefit from the support available.

- In July 2018 **Kinver CML** became the first 'Refill Station' within the community. 'Refill' is a national campaign that aims to make refilling water bottles as easy, convenient and cheap as possible. This reinforces the library's value as a community hub in doing their bit for their community and the environment.

### **Feel safer, happier and more supported in and by their community:**

- **Loggerheads CML & Information Hub**, in partnership with Newcastle Rural Locality Action Partnership are coordinating initiatives to enable the area to become recognised as a Dementia Friendly Community. A range of partners, including local businesses are involved in the project. Dementia Friends Awareness Sessions have taken place in Loggerheads CML providing opportunities for people in the area to become Dementia Friends Champions.
- In August 2018, **Glascote CML** and **Tamworth Library** became the first libraries in the county to register as 'Places of Welcome'. 'Places of Welcome' is a growing network of hospitality run by local community groups who want to ensure that everyone in their area has a place to go for a friendly face, cup of tea and a conversation. This initiative supports libraries to tackle loneliness and social isolation. A customer suffering from chronic depression came to Places of Welcome for several weeks and felt so at ease with the warm and friendly atmosphere that she was able to start volunteering herself at a local dementia café. This in turn helps her husband as it gives him a few hours a week free time so reducing his anxiety. Consequently, Places of Welcome have now expanded to hold sessions at other libraries including **Lichfield, Cannock, Burntwood, Burton, Uttoxeter, Cheslyn Hay and Perton.**
- **Cannock Library** working in partnership with the Children's Centre and Create Church at Huntingdon have recently established a School Uniform Recycling Pilot. A local hotel has offered to clean items at no cost. The uniform will be gifted from a 'shop front' area at Create Church to reduce stigma for parents. Cannock Library have hosted awareness sessions to encourage parents and the public to donate to or use the facility.

20. During 2018-19, Staffordshire Libraries engaged people as follows:

#### **a. 179,774 attendances at reading and literacy activities**

- The national Summer Reading Challenge is the UK's largest reader development initiative for children. In 2019 11,609 children participated at a Staffordshire Library, a 2% increase on the previous year with 74% of

children surveyed at a selection of libraries across Staffordshire who said that they thought they were better readers at the end of the Challenge than at the start.

- To support the national and county campaign to encourage parents to support their child's early speech, language and literacy skills libraries run baby rhyme times and libraries offer story times for pre-school children. Staffordshire Libraries works in partnership with Early Years and Health to gift Bookstart, the free book gifting scheme for pre-schools.
- For young people aged 11-14 years Staffordshire Libraries run Staffordshire's Young Teen Fiction Book Award to encourage young people to read more widely and talk about books culminating in an annual Celebration Day which in 2019 was attended by 179 young people.

**b. 74,767 attendances in activities to support their health and wellbeing**

- Over 330 health and well-being related sessions are delivered each month across Staffordshire's libraries. These include; Yoga, Mindfulness and Meditation, Walk and Talk Sessions, Knit and Natter, Social Hub Coffee Mornings, Chronic Pain Group, Dementia awareness Drop-Ins, Dove Bereavement Service Sessions and Reminiscence Sessions.
- 'Everyone Health' is a Midlands based company who deliver a range of health and wellbeing services and are currently working in partnership with Staffordshire County Council to provide services for local people aged 50 plus on a range of health-related issues. Everyone Health deliver sessions from Staffordshire's libraries, giving advice to local people and referring them on where appropriate. Working with Everyone Health is helping to embed the library as a vital community hub for local people, where support can be accessed on a wide range of issues.
- Staffordshire Libraries supported the national Health Information Week held during July 2019 aiming to raise awareness of quality health information to help local people to lead healthier and happier lives. This included promotions of the Reading Well collections of books on Dementia, mental health, long term conditions, mood-boosting books and the young people's collection Shelf Help and work with partners. Health Fairs were held at Perton and Burton Libraries with partners including the Diabetes Teams, Autism Support Groups, Everyone Health, the Good Life and Therapy Poodles.

**c. 323,620 attendances at learning activities**

- To encourage school readiness within priority areas, Staffordshire Libraries deliver Ready Steady Library – an Arts Council England funded

project<sup>3</sup> that helps parents to ensure their child has a good level of development when they start school.

- Complementing Ready Steady Library, the county council's Community Learning Trust funding enables libraries to delivery Your School Ready Child in Burton, Tamworth and Newcastle.
- In building community resilience, Staffordshire Libraries supported national Empathy Day with book promotions, empathy walls that encouraged local people to share their empathy issues and solutions and class visits where children were invited to talk about empathy<sup>4</sup>.

**d. 130,301 attendances at cultural and creative activities**

- The ACE funded Libraries Live project has enabled community managed libraries across Staffordshire, Leicestershire and Warwickshire to engage with quality artists and develop new audiences. As part of this project The New Vic Theater Education Team worked with **Glascote CML** volunteers to co-create Bobby in the Blue Room. The performance was attended by local nursery and early years settings and as a result of building new relationships, the nursery now visits Glascote Library on a regular basis.
- Young people from Cannock participated in the Cannock Chase Emerge Festival, a festival co-created by young people working with library staff and with Spirit of 2012 funding. 54 young people attended 22 weekly sessions at the **Cannock Library** Lab from October 2018 to April 2019 to plan and create the festival which was held on Saturday 6 April. Of the 54 young people attending - 43 lived in areas of Cannock Chase with the highest levels of deprivation; 26 had no previous engagement with the arts; 12 had a disability. Audience estimates for the day from CCTV and livestream footage – 3,000 physical visits and 5,500 virtual visits.
- **Werrington CML's** Knit and Natter Group have been knitting for the Neonatal Ward at the Royal Stoke Hospital. The group were recently nominated for the Moorlands Heroes Award and won a Commendation Certificate. The Leek Post and Times ran the Awards to recognise the support that groups like this offer in their community.

**e. 13,545 attendances in activities to develop their digital literacy skills**

- Volunteer IT Buddies encourage people with less confidence to develop their digital literacy skills. Each month approximately 30 IT Buddy Training Sessions are held across Staffordshire's Library network which have

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<sup>3</sup> Staffordshire Library Service is included in this report as Best Practice example: [https://www.artscouncil.org.uk/sites/default/files/download-file/ACE\\_Libraries\\_welcome\\_everyone\\_report\\_July18.pdf](https://www.artscouncil.org.uk/sites/default/files/download-file/ACE_Libraries_welcome_everyone_report_July18.pdf)

<sup>4</sup> The article at <https://www.empathylab.uk/whats-happening-near-me-on-empathy-day> highlights how Staffs Libraries engaged with communities.

supported people to set up an email address, apply for a Blue Badge or write a CV etc.

- Staffordshire Libraries work with Staffordshire's Adult and Community Learning Service to provide opportunities for people to access IT training courses to develop their skills.
- Staffordshire Libraries host 9 Code Clubs which encourage children aged 9-11 to learn more about computer programming and helps them create their own games.

**f. 3,000 people in activity to support economic growth**

- 17 Job Clubs are delivered regularly across Staffordshire's Library network.
- During 2018-19, 40 library volunteers moved into employment and 31 library volunteers are now accessing education as a result of library volunteering opportunities.
- Since transferring to community management 8 people with English as a second language have volunteered at **Baswich CML** reflecting the diversity of the local community. 6 Baswich CML volunteers have subsequently found work, of which 4 have English as a second language, demonstrating how libraries can support people to gain practical skills and work experience.

**g. 1,848 people engaged in community activity – volunteering, co-creation and co-production of the library service offer**

- **Norton Canes CML** created a Zen Garden at the Library with volunteers donating their time and a local business donating hard landscaping, weed membrane gravel, cobbles etc. It has now been named the Zen Garden and provides a welcome peaceful space for people which supporting their well-being. This initiative demonstrates community spirit, partnership working and team building.
- **Barton CML** are proactive in working with the local community to enhance the library offer. The volunteers have recently been awarded funding from a local charity to replace the children's library furniture and shelving. This has improved the interior of the library, making it more attractive and welcoming to local people and has helped to strengthen local networks and partnerships
- In January 2019. **Holmcroft CML** asked their customers what the library means to them. One library user said "*Holmcroft Library is so important for people. If anyone is lonely, they are welcome to come in and they will be asked if they would like a drink and a biscuit.*" Another local person added "*The volunteers are very helpful. I attend a super group, which is very important to me as I have just lost my husband, and this really helps.*"

#### h. 143 volunteering opportunities - young people

- During the 2018 Summer Reading Challenge 103 young people volunteered at a Staffordshire Library for a combined total of 1,716 hours and supporting over 11,000 children to engage in the summer reading challenge and read for pleasure.
- Staffordshire Libraries run a Poet Laureate and Young Poet Laureate scheme. A former Young Poet Laureate has said about her experience *“it has brought me a lot of joy, and encouraged my confidence”*
- A recent **Barton CML** Volunteer also studying for a master’s degree in Librarianship at University states *“Volunteering in the library has proven to be essential to gain relevant practical experience and has also been hugely beneficial for my personal enrichment. Volunteering in a library combines my love for books with my passion for supporting people.”*

#### i. 1008 volunteering opportunities – over 25’s

- In March 2018 **Barton CML** Volunteers won Volunteer Star Award (organised by Support Staffordshire). Barton CML were crowned joint winners of the Team of the Year Award in the category for volunteer teams less than 2 years old.
- December 2018. **Brewood CML** were winners of the Community Impact Award at the South Staffordshire Volunteer Awards. The event, organised by Support Staffordshire, South Staffordshire Council and SCVYS, aimed to publicly recognise the hard work and support that volunteers give to the local community in a variety of categories. Brewood CML have maintained connections with schools and nurseries, offering regular class visits, and have introduced new activities, including weekly Mindfulness Sessions and Children’s Coding Workshops.
- In December 2018 one of the CML volunteers said this about their volunteering experience: *“I am surprised at the difference volunteering has made to me. Friends have noticed a big difference in me as I am much more confident now. Volunteering has given me a routine, a sense of doing something positive and has opened up new options to me. Being able to say that I volunteer at the library, rather than saying I am unemployed, has helped my self-esteem.”*

21. It would not be possible for the Library Service to deliver wider County Council outcomes and engage the number of people as described above without the support of the organisations who manage and deliver the CML network and Library volunteers who are now integral to the delivery of the library offer.

22. It would therefore be more difficult for the County Council to deliver its priorities without the network of libraries that deliver Staffordshire’s library offer.

## **Staffordshire Library Service Transformation 2012-2019**

23. Since 2013/14 when we began the Libraries Transformation programme, the library service has delivered £3m of MTFS savings. By April 2020, when a further £250,000 MTFS saving is delivered the libraries budget will have reduced by 41% to **£4,205,040**.
24. To achieve this level of saving, 27 libraries have transferred to community management; the mobile library fleet has been reduced by 6 vehicles and the resources budget has reduced by 41% from £1.1m to £650K in 2019/20
25. Underpinning the library offer is the library workforce. Over a 10-year period the Public Libraries staffing establishment (excluding Prisons and Schools) has reduced by 53% from 280 FTE to 131 FTE in 2018/19.

### **Community Managed Library Model**

26. The public consultations held in 2014 and 2018 highlighted public concern for the Community Managed Library model with 46% of respondents who disagreed with the proposal in 2014 and 45.5% of respondents who disagreed with the proposal to transfer Cheadle, Clayton, Eccleshall and Penkridge to community management in 2018.
27. The most common concerns expressed included:
  - a. Losing Library Staff
  - b. Recruitment and retention of Volunteers
  - c. Future Management of Libraries
  - d. Access
28. To mitigate these concerns a County Council support package was developed which includes access to paid staff and is included within the current contracts for each organisation. Feedback from the Community Managed Library organisations indicates that the support package is crucial to their ongoing sustainability.
29. Through the provision of a strong support package our vision was, and continues to be, that we will work with organisations to develop a thriving and exciting library offer.
30. The support package which was agreed by Cabinet in February 2015 and further endorsed by PSSC in June 2018 and Cabinet in July 2018 is in line with national best practice guidelines. Staffordshire's package of support includes the following:
  - a. A small team of 4 FTE Community Support Officers, led by a Community Capacity Manager – who provide professional guidance and expertise; monitor contracts; assist with the recruitment and training of volunteers and ensure that the statutory library service continues to be delivered
  - b. Library stock
  - c. Staff & public access PCs, WiFi – maintained by Staffordshire ICT

- d. Building maintenance, cleaning, grounds maintenance and utility bills paid to an agreed amount - provided by Strategic Property.
31. Through the introduction and implementation of the Community Managed Library model, Staffordshire County Council responded to the issues and concerns which were raised as part of the consultation and we have taken time to embed the model effectively.
32. As a result, Staffordshire's Library Service, and therefore the County Council has not been subject to a national campaign and has built a genuine relationship with the Community Managed Library organisations, volunteers and communities. The transformation has been well managed, and Staffordshire have a Community Managed Library network and support offer that is nationally recognised as best practice.
33. To ensure the continued success of Staffordshire County Council's community managed library model, ongoing support and investment is essential.
34. The approximate cost of the County Council support package for the 27 Community Managed Libraries breaks down as follows:

Library Service Budget	Community Support Team	£285,600	1 FTE Community Capacity Manager and 4 FTE Community Support Officers
	Library Stock	£202,500	£7,500 per CML
	Sundries	£14,116	Telephone charges and photocopier lease costs
Staffordshire ICT Budget	ICT	£83,713	Staff and Public Access PCs
Strategic Property Budget	Property	£549,187	Utilities to an agreed level, Cleaning, Business Rates, Grounds Maintenance and £137,820 property maintenance costs for 2018/19
	<b>Total</b>	<b>£1,135,116</b>	

35. The library support of £502,216 is 12% of the overall libraries budget which represents good value for money when Community Managed Libraries attract 25% of Staffordshire Libraries visits.

36. During 2018/19 the 27 Community Managed Library buildings incurred £549,187 property related costs which equates to approximately £20,000 per library. MTFS savings against all library buildings have been identified within Phase 2 of the Strategic Property Review. However, to realise the savings which are allocated to Community Managed Libraries, partner agreement and public consultation will have to take place, to ensure that these Libraries do not fail as a result of making changes to the library building.
37. The Community Managed Libraries have 5-year contract and lease agreements with Staffordshire County Council that can be renewed for a further 5 + 5 years.
38. The first contracts are due for renewal in May 2021:

<b>Library</b>	<b>Organisation</b>	<b>Contract renewal</b>
Barton	Midlands Partnership NHS Foundation Trust (MPFT)	2 May 2021
Werrington	Werrington Community Volunteers Group	14 May 2021
Baswich	MPFT	23 May 2021
Blythe Bridge	Care and Fun Club	31 May 2021
Rising Brook	Rising Brook Baptist Church	31 May 2021
Holmcroft	MPFT	6 June 2021
Norton Canes	MPFT	13 June 2021
Brewood	MPFT	20 June 2021
Glascote	MPFT	27 June 2021
Hednesford	MPFT	4 July 2021
Heath Hayes	MPFT	15 August 2021
Kinver	Kinver Community Library Limited	3 January 2022
Silverdale	Business Enterprise Support	3 January 2022
Audley	Audley Resource and Information Centre	13 February 2022
Shenstone	Shenstone Community Library Organisation	27 March 2022
Great Wyrley	Catherine Care	6 September 2022
Knutton	Knutton St. Marys Primary School	10 October 2022

Loggerheads	Loggerheads Community Information Centre	10 October 2022
Wilnecote	The Wilnecote School	27 March 2023
Brereton	Rotary Club of Rugeley	3 April 2023
Talke	Kidsgrove Care Solutions	11 April 2024
Gnosall	Gnosall Library, Environment & Nurture Hub (GLEAN)	20 April 2024
Clayton	Business Enterprise Support	1 July 2024
Cheadle	The Cheadle Community Information and Resource Group	12 July 2024
Cheslyn Hay	Rotary Club of Bloxwich Phoenix	29 July 2024
Eccleshall	Rotary Club of Eccleshall Mercia	6 August 2024
Penkridge	Penkridge Parish Council	12 August 2024

39. While a high level of disagreement for Community Managed Libraries was expressed within the 2014 and 2018 public consultations, we now have over 950 people volunteering on a regular basis across the community managed library network who are supported by the County Council to take responsibility at a local level as part of the #DoOurBit strategy.
40. Examples of Community Managed Libraries in Staffordshire can be found on our website: <https://www.staffordshire.gov.uk/Libraries/managed-libs/Community-managed-libraries.aspx>

### **Staffordshire Libraries 2020-2025**

41. During the next 5 years, we want Staffordshire Libraries to continue to deliver against the county council outcomes; to support communities to do their bit, shaping the library offer to meet community need and to ensure that our libraries remain safe, welcoming spaces which reduce social isolation and enable children to have the best possible start.
42. To achieve this, we will ensure that we have a workforce that supports the delivery of the frontline library service; support staff who can provide guidance to the CMLs; a high performing book stock; flexible access to our library offer and continued investment in digital solutions.

43. Libraries Connected, the national strategic support organisation for libraries have refreshed the universal offers: Reading, Information & Digital, Health & Well-Being and Culture and Creativity and from April 2020 these will provide a delivery framework to enable Staffordshire to continue to develop a relevant library offer which reflects local, regional and national priorities.
44. There are no proposals to transfer any further libraries to community management as our current delivery model ensures that Staffordshire County Council provides a “comprehensive and efficient” library service to comply with our statutory duty. However, to ensure the sustainability of the current model there is a need for Cabinet to endorse the support offer to community managed libraries which will enable the continued delivery of county council outcomes.

### **Community Managed Libraries**

45. The success of the community managed library model must be attributed to the vision of the Community Managed Library organisations; the commitment and enthusiasm of the volunteers and the high level of support provided by the county council who have built genuine relationships with each organisation.
46. As a tangible measure of success, Between April 2016 and March 2019, Community Managed Library organisations successfully applied for £122,000 of additional funding which has been used to enhance the library offer at their local library.
47. Establishing the CML model has required time, ongoing support for organisations and volunteers from the Community Capacity Manager and Community Support Officers and financial assistance from the Library Service, Strategic Property and Staffordshire ICT.
48. During 2021 the first set of leases will be due for renewal (see table above). Cabinet therefore need to consider if the County Council continues to provide the previously agreed support package. If the level of support is reduced, there is a risk that Community Managed Libraries might fail.
49. To ensure the ongoing sustainability of the 27 CMLs, the Library Service have been in discussion with Strategic Property and Staffordshire ICT and therefore recommend the following when CML contracts are renewed for a further 5-year period:
  - a. Continued support from the Library Service – professional guidance, expertise, library stock and sundries (including photocopier lease costs and telephone charges)
  - b. Continued provision of ICT which will be reviewed annually in line with Staffordshire Managed Libraries.
  - c. Continued support from Strategic Property which will include ongoing maintenance of the library building and utility costs which will be reviewed and may remain at the same level; CMLs with charitable status will be required to claim back the 80% business rate rebate that they are entitled to; when cleaners employed by Chartwells leave they

will not be replaced, and grounds maintenance will be reviewed on an individual basis.

50. Reviewing the property support will save £36,117 per annum in business rates and there is potential to make additional reductions to the £10,611 grounds maintenance and £137,577 cleaning budgets.
51. If 80% of the Business Rates are recovered by CMLs, where appropriate and Strategic Property cease to cover the cost of cleaning or grounds maintenance when contracts are renewed this would save £184,305 which would contribute towards the wider Strategic Property MTFS 2019-24 savings target £3.7m
52. In line with the Strategic Property review, the county council will also reserve the right to discuss with the existing CML organisations, if the opportunity arises, to share space within their buildings or relocate to alternative buildings to reduce property costs and therefore contribute towards the Phase 2 Strategic Property MTFS savings target of £3.7m
53. Any proposed changes to library locations will require the completion of a full Community Impact Assessment and potentially public consultation, subject to the nature of the proposed change.
54. If Cabinet agree the support package as described in paragraph 49, this will impact upon Strategic Property's ability to realise the MTFS savings targets that have been identified for Community Managed Libraries.

### **County Council Managed Libraries**

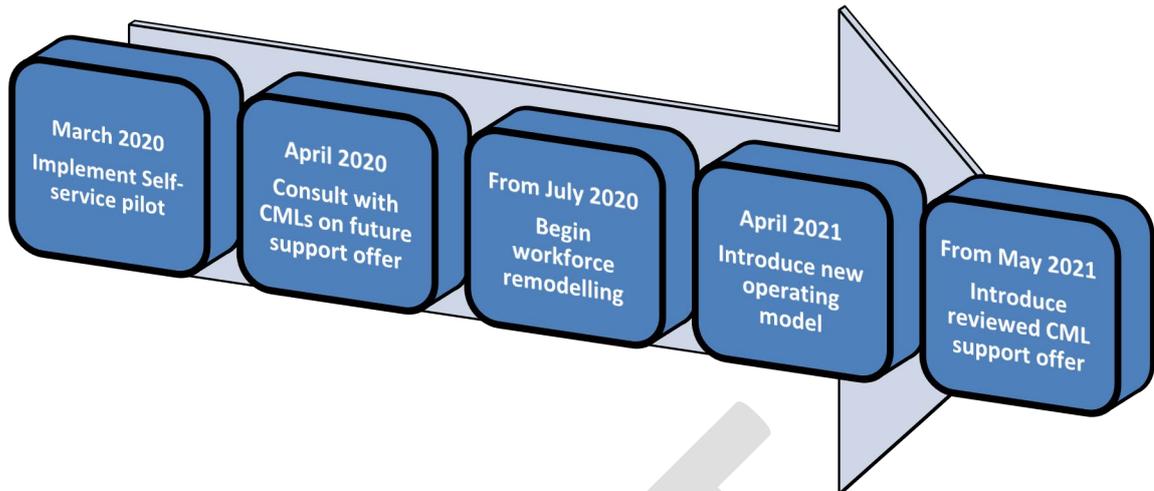
55. It is recognised throughout this paper that the Library buildings are a corporate asset. To ensure that Staffordshire County Council's Estate is used to its full potential, the Library Service will continue to work with Strategic Property to identify vacant space within the 16 County Council managed library buildings for other County Council services or commercial rent Where library meeting rooms are no longer available for hire, library income targets will be adjusted accordingly.
56. The Library Service will continue to work with Strategic Property to identify the potential to relocate libraries into more cost effective or shared premises if appropriate (see paragraph 54 and 64).
57. The library workforce will be reviewed during 2020-21 to ensure that there is capacity at the right level. Currently the frontline library service is under resourced which increases the risk of unscheduled library closures.
58. It is recommended any savings which result from this review will be reinvested into the resources budget to ensure that our core library offer is maintained.

### **Self Service Proposals**

59. Cabinet agreed in July 2018 to pilot self-service at Stafford Library to explore if this is an opportunity to expand the hours that the library is accessible and reduce expenditure.
60. It was anticipated that a tender and procurement process would be initiated during September 2018 with a view to implementing self-service at Stafford Library from April 2019. However, due to ongoing discussions with staff and their Trade Union representative, which have now concluded, the pilot has been delayed by approximately 12 months.
61. When the pilot is established, it will be monitored over a 12-month period and then evaluated. The results of the evaluation will be brought back to Cabinet to consider if self-service could be extended to more libraries to improve the effectiveness of the Library Service by enabling more flexible access to the library offer.

### **Next Steps**

62. The Library Service seeks permission from Cabinet to consult with Community Managed Organisations from April 2020 upon a reviewed offer of support when their contracts are due for renewal. There may be a risk of challenge from communities and Community Managed Organisations if the level of support is reduced which could trigger a DCMS enquiry.
63. There is potential that without the support from Staffordshire County Council Community Managed Library organisations will be unable to sustain their offer and will fail to renew their contracts at the end of the 5-year period. This could result in closure of up to 27 Community Managed Libraries between 2021 and 2024.
64. To ensure compliance with our statutory responsibility material changes to the library network are subject to due process and public consultation. In addition, any future decisions made about library buildings will require a full Community Impact Assessment to be completed to consider the needs of communities, highlighting and mitigating the potential impact of proposed changes.
65. The Library Service will begin work with HR during 2020 to consult with library staff and their Trades Union representatives on an operating model which will add capacity to the frontline library service.
66. Prior to bringing these proposals to Cabinet, we sought the views of the Prosperous Staffordshire Select Committee (PSSC) who scrutinised these proposals at their meeting on 17 January 2020
67. The Prosperous Staffordshire Select Committee (PSSC) resolved that:
68. Milestones, should the proposals be agreed: Figure 3



**List of Background Documents:**

Future Model of the Library Service [Cabinet](#) Report 18<sup>th</sup> July 2018

Community Impact Assessment

**Report Commissioner:** Janene Cox OBE

**Job Title:** Assistant Director for Culture, Rural & Safer Communities

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## Prosperous Staffordshire Select Committee Work Programme 2019/20

This document sets out the work programme for the Prosperous Staffordshire Select Committee for 2019/20.

The Prosperous Staffordshire Select Committee is responsible for scrutiny of highways infrastructure and connectivity, flood and water management, education, learning and skills. As such the statutory education co-optees will sit on this committee. The Work Programme is linked to the Vision, Outcomes and Priorities detailed in the Council's Strategic Plan 2018-2022.

We review our work programme at every meeting. Sometimes we change it - if something important comes up during the year that we think we should investigate as a priority. Our work results in recommendations for the County Council and other organisations about how what they do can be improved, for the benefit of the people and communities of Staffordshire.

### **County Councillor Ian Parry**

Chairman of the Prosperous Staffordshire Select Committee

If you would like to know more about our work programme, please get in touch with Mandy Pattinson, Scrutiny and Support Manager, 01785 278502 or by emailing [mandy.pattinson@staffordshire.gov.uk](mailto:mandy.pattinson@staffordshire.gov.uk)

<b>Work Programme Items carried over from 2018/19</b>			
<b>Item</b>	<b>Date of meeting when item is due to be considered</b>	<b>Details</b>	<b>Action/Outcome</b>
Post Brexit Economic Funding Cabinet Member: Mark Winnington Lead Officer: Anthony Hodge	To be advised	Requested at the Triangulation Meeting on 17 October 2018.	(Government has promised full consultation on the UK Shared Prosperity Fund. Pre-decision scrutiny).
Update on Elective Home Education Cabinet Members: Mark Sutton/Philip White Lead Officers: Tim Moss/Karl Hobson		At their meeting on 14 December 2018 the Committee agreed that they wished to receive an update on EHE.	Briefing Note
Follow Up on the Reorganisation of Further and Higher Education Arrangements with Entrust Cabinet Member: Philip White	To be advised	Requested at the meeting on 14 December 2018.	Check issue(s)
<b>Additional Items for Discussion</b>			
Highways Infrastructure Asset Management Policy and Strategy Cabinet Member: Helen Fisher Lead Officer: James Bailey/David Walters	20 June 2019	To include feedback on the Infrastructure+ Customer Outcomes Group	Item on HIAMP previously scheduled for September to be brought forward and included on June agenda. The comments of the Committee will be reported to the August meeting of Cabinet. Members requested additional information on personal injury claims and updated information on average response time from enquiry to inspection.
Infrastructure+ and Lighting for Staffordshire Performance Review Cabinet Member: Helen Fisher Lead Officer: James Bailey	20 June 2019		Members noted the update on performance on the contract.
<b>New Item:</b> Staffordshire Air	20 June 2019		It was agreed that a further report on

Quality Projects Cabinet Member: Helen Fisher Lead Officer: Clive Thomson/Louise Clayton			the Air Quality Ministerial Directive served on Newcastle Borough Council and Stoke on Trent City Council should be brought to a future meeting.
Work Programme Planning Lead Officer: Tina Gould	20 June 2019		Members agreed the inclusion of an item on the capacity of Pupil Referral Units to cope with increasing numbers of referrals, and scoping for a Working Group on environmental issues.
Education and Skills Strategy: A Partnership Framework for Staffordshire (Previously known as School Attainment and Improvement) Cabinet Member: Philip White Officer: Tim Moss	26 July 2019	Annual update on examination results. ( <i>urgent, usually considered in January</i> ).	Members requested that the Strategy should include a paragraph on the role of governors and that open, honest and clear language should be used. They also asked that the size of the geographic footprint covered by the Regional Schools Commissioner be raised with them.
Capital Funding for New Schools Cabinet Member: Philip White Lead Officer: Andrew Marsden	26 July 2019		Members requested that the Cabinet Member investigate the utilisation of Section 106 funding further to see if further collaboration between partners was achievable so that a County-wide agreement could be made.
Economic Growth Programme Update Cabinet Member: Mark Winnington Lead Officer: Anthony Hodge	3 October 2019	Six monthly updates requested. Last considered on 1 March 2019.	The Cabinet Member expressed his appreciation to members for their comments and questions.
Draft Strategic Infrastructure Plan Cabinet Member: Mark Winnington Lead Officer: Anthony Hodge/Mark Parkinson	3 October 2019	To include Delivering Housing in Staffordshire.	The comments of the Committee and invited speakers to be fed back to Cabinet when they considered the SIP on 16 October 2019.

Update on Section 53 Applications Cabinet Member: Helen Fisher Lead Officer: Janene Cox/ Paula Dalton	17 January 2020	Previously considered on 19 July 2018 and 18 January 2019. Members may wish to continue to monitor progress with dealing with the backlog of Section 53 applications.	To challenge progress made in dealing with applications vs the investment made.
Update on the Education and Skills Strategy Cabinet Member: Philip White Lead Officers: Tim Moss, Andrew Marsden, Anthony Baines	17 January 2020	At their meeting on 14 December 2018 the Committee agreed that they wished to receive an update on the progress on the Strategy.	
Alternative Education Provision Cabinet Member: Philip White Lead Officer: Tim Moss	17 January 2020	Item referred by the Safe and Strong Communities Select Committee at their meeting on 28 May 2019.	
Staffordshire Library Service 2020-2025 Cabinet Member: Gill Heath Lead Officer: Janene Cox/Catherine Mann	17 January 2020	Pre-decision scrutiny. (Further adjustments to model to meet MTFS savings).	
Mitigation Plans for Cannock Chase Special Area of Conservation Cabinet Member: Mark Winnington Lead Officer: Janene Cox/Sarah Bentley	28 February 2020	Pre-decision scrutiny.	
Performance of the Highways Contract to include <b>PFI Street Lighting (new item)</b> Highways Infrastructure Asset Management Plan Cabinet Member: Helen Fisher Lead Officer: James Bailey	28 February 2020		Six monthly updates to Select Committee.
Staffordshire Air Quality Projects Cabinet Member: Helen Fisher	16 April 2020	Pre-decision scrutiny.	

Lead Officer: Clive Thomson/Louise Clayton			
Delivering Housing in Staffordshire Cabinet Member: Mark Winnington/Mark Deaville Lead Officer: Anthony Hodge	12 November 2020	Six monthly updates requested. Last considered on 1 March 2019. <b>NB</b> Previous Vice Chairman's concern regarding County Council ability to influence widths of roads on new estates.	
Superfast Broadband Cabinet Member: Mark Winnington Lead Officer: Anthony Hodge/Paul Chatwin			Briefing note with reference to map that Members can access that details coverage.
Countryside Estate Review Cabinet Members: Gill Heath/Mark Winnington Lead Officer: Janene Cox		Update on key recommendations requested at the meeting on 18.1.19	If no significant changes request a Briefing Note.
Community Learning Service – Outcomes from Investment Cabinet Member: Philip White Lead Officers: Anthony Baines/Preeya Buckley			Suggest Briefing Note
Entrust - Progress Cabinet Member: Mark Deaville Lead Officer: Ian Turner	To be advised	Initial contract runs from 1.8.19 – 31.7.20, with option to extend for a further 3 years. Update on contract; contract performance. Impact of change in local authority expectations.	
Local Industrial Strategy/Strategic Infrastructure Plan Cabinet Member: Mark Winnington Lead Officer: Anthony Hodge/Mark Parkinson	To be advised	Item agreed at the Triangulation Meeting on 30 October 2019.	

Working Groups			
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SEND Working Group		Three representatives of the	
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<p>Cabinet Member: Mark Sutton Lead Officer: Tim Moss</p>		<p>Committee will participate in a Working Group to consider the Joint local area SEND inspection in Staffordshire and draft action plan. The Group has met on 29.3.19. and 21.6.19. Details of dates of meetings of South Staffs Hubs have been sent to Members of the Working Group and they have been advised to attend.</p>	
<p>Community Transport and the Supported Bus Network Cabinet Member: Mark Deaville Lead Officer: Clive Thomson</p>	<p>An Inquiry Day is to be held in April 2020.</p>	<p>The Committee agreed to monitor the impact of the removal of bus subsidies going forward. The Leader of the Opposition also requested that a report come back to the Committee on benchmarking with other local authorities. To include issues in respect of public transport and changes to the Your Staffordshire Card Scheme..</p>	
<p>How Well are Small and Medium Sized Businesses Supported by Post 18 Education Cabinet Member: Philip White Officer: Anthony Baines</p>	<p>An Inquiry Day is to be held in Spring 2020.</p>	<p>Agreed at the Triangulation Meeting on 30 October 2019.</p>	

**Membership**

Ian Parry (Chairman)  
Tina Clements (Vice Chairman)  
Keith Flunder  
Syed Hussain  
Julia Jessel  
Ian Lawson  
Kyle Robinson  
David Smith  
Simon Tagg  
Bernard Williams  
Mike Deakin (Co-optee)  
Rev. Preb. Michael Metcalf (Co-optee)  
Jessica Shulman (Co-optee)

**Calendar of Committee Meetings** at County Buildings, Martin Street, Stafford ST16 2LH

20 June 2019  
26 July 2019  
3 October 2019  
13 November 2019 - CANCELLED  
17 January 2020  
28 February 2020  
16 April 2020



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