

## **Cabinet**

Wednesday 16 March 2022

**10:00**

Oak Room, County Buildings, Stafford

The meeting will be webcast live which can be viewed at any time here:

<https://staffordshire.public-i.tv/core/portal/home>

John Tradewell  
Director of Corporate Services  
8 March 2022

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

1. **Apologies**
2. **Declarations of Interest in accordance with Standing Order 16**
3. **Decision notice of the meeting held on 16 February 2022** (Pages 1 - 10)
4. **Leader's Update**  
  
Oral report of the Leader of the Council
5. **Minutes of the meeting of the Property Sub-Committee held on 2 March 2022** (Pages 11 - 12)
6. **Update from COVID-19 Member Led Local Outbreak Control Board** (Pages 13 - 14)
7. **Staffordshire Means Back to Business - Oral Update**  
  
Deputy Leader and Cabinet Member for Economy and Skills
8. **Highways and Transport Capital Programme 2022/23** (Pages 15 - 58)  
  
Cabinet Member for Highways and Transport
9. **Economic Strategy** (Pages 59 - 102)  
  
Deputy Leader and Cabinet Member for Economy and Skills

10. **Agreement for Mental Health Act (Section 117) Aftercare needs** (Pages 103 - 114)  
Cabinet Member for Health and Care
11. **Capital Programme for Schools 2022/23** (Pages 115 - 182)  
Cabinet Member for Education (and SEND)
12. **Children's Homes Block Contract** (Pages 183 - 196)  
Cabinet Member for Children and Young People
13. **Local Bus Concessionary Payment - Final Covid 19 Support Package** (Pages 197 - 208)  
Cabinet Member for Highways and Transport
14. **Decisions taken by Cabinet Members under Delegated Powers** (Pages 209 - 210)
15. **Forward Plan of Key Decisions** (Pages 211 - 216)

16. **Exclusion of the Public**

The Chairman to move:-

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

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**PART TWO**

(All reports in this section are exempt)

17. **Exempt Decision Notice of the meeting held on 16 February 2022** (Pages 217 - 218)  
(Exemption paragraph 3)
18. **Staffordshire Highways Transformation: Infrastructure + Service Changes 2022** (Pages 219 - 226)  
(Exemption paragraph 3)

## Cabinet Member for Highways and Transport

### **Membership**

Alan White (Chairman)	Victoria Wilson
Mark Deaville	Julia Jessel
Mark Sutton	David Williams
Philip White	Ian Parry
Jonathan Price	Simon Tagg
Charlotte Atkins	

### **Notes for Members of the Press and Public**

#### **Filming of Meetings**

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#### **Recording by Press and Public**

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**Minutes of the Cabinet Meeting held on 16 February 2022**

Present: Alan White (Chairman)

**Attendance**

Mark Deaville	Julia Jessel
Philip White	David Williams
Jonathan Price	Ian Parry
Victoria Wilson	Simon Tagg

**Cabinet Support Member in attendance:** Johnny McMahon

**Apologies:** Mark Sutton

**PART ONE**

**109. Decision notice of the meetings held on 19 and 26 January 2022**

**Decision** – That the notes of the meetings held on 19 and 26 January 2022 be approved.

**110. Leader's Update**

**Decision** – That the oral report of the Leader of the Council giving an update on a range of issues including the approval to the Council's budget which provides for an investment of over £360m for caring for the elderly, people with disabilities and vulnerable children, a further £40m to promote good physical and mental health, promote sexual health and tackle drug and alcohol addiction, and investment in highways, in school buildings, in skills, training and business support, to make a positive difference in the people's daily lives; the Council's plans to tackle climate change and make Staffordshire sustainable, including the Council's approval to a Nature Recovery Declaration to protect and enhance natural habitats across the county; the Government's long-awaited Levelling Up White Paper which aims to close the prosperity gap across the UK; the Council's work to promote apprenticeships through the Staffordshire Means Back to Business programme with more than 240 apprentices appointed so far; and how the Council was working in partnership with councils, the wider public sector, and businesses to make a positive difference on the issues that matter to our people, be noted.

## **111. Minutes of the meeting of the Property Sub-Committee held on 2 February 2022**

**Decision** – That the minutes of the meeting of the Property Sub-Committee held on 2 February 2022 be received.

## **112. Update from COVID-19 Member Led Local Outbreak Control Board**

**Reasons for the Decision** – To consider an update from the COVID-19 Member led Local Outbreak Control Board including:

- Covid case rates remained high however the number of people in hospital with Covid had fallen and deaths were at or below pre-pandemic levels for this time of year. Health and care services remained under significant pressure due to Covid and winter illnesses, as well as staff absences, but there were some signs that this was starting to abate. The Covid vaccination programme continued to make steady progress with a gradual increase in uptake in all age groups.
- The ongoing course of the Covid pandemic was difficult to predict and there was a need to be prepared for a range of scenarios. A major risk was the emergence of a new variant that escaped the protection afforded by vaccination. Covid cases rates were likely to remain high and there may be a degree of seasonality with cases lower in the summer and higher in the winter. Vaccination should protect most people from the more serious complications and whilst the illness will be unpleasant it should be manageable without unsustainable pressures on health and care services.
- Government policy for ongoing pandemic management was not yet clear, but some insights were available through informal discussions to allow planning for 2022/23. Public spaces and workplaces were likely to be advised to take sensible precautions to limit transmission in order to protect staff and customers: ventilation, hand hygiene, a degree of social distancing. There was likely to be ongoing guidance for enhanced infection prevention and control measures in health and care settings such as hospitals and care homes. There may be further booster vaccinations, perhaps limited to higher risk people, for example the groups who are offered annual flu vaccination.
- The legal requirement for isolation of cases was to end 24 March 2022 and people were likely to be advised to stay at home if they were symptomatic to avoid spreading the virus. Symptomatic testing was likely to be limited to people admitted to hospital and residents of care homes. Population wide asymptomatic testing and contact tracing was

likely to be discontinued in favour of focusing these activities in support of management of outbreaks and community clusters. Local authorities were likely to be asked to lead and support outbreak management – for example in care settings, as well as in schools, businesses and communities where there were high attack rates and/or high numbers of hospitalisations or deaths. Mass testing may be required in the event that a new variant was identified in order to find and isolate other cases.

- The Council had plans in place to maintain a proportionate Covid response during 2022/23 and was prepared for a range of scenarios. Routine outbreak management operations could be sustained without significant impact on other priorities, and contingencies were in place to escalate the response if required.

**Decision** – That the update from the Covid Member Led Local Outbreak Control Board be noted.

### **113. Staffordshire Means Back to Business - Oral Update**

**Decision** – That the oral report of the Deputy Leader and Cabinet Member for Economy and Skills giving an update on “Staffordshire Means Back to Business” activity including the following matters be noted:

- The proportion of young people in Staffordshire aged 18-24 that are claiming work-related Universal Credit continues to fall and now stands at 4.2%.
- Our claimant rate has seen a further reduction to 3.1% of the working age population in January compared to 5.5% regionally and 4.5% nationally.
- The overall number of company insolvencies increased by 88% in November 2021 when compared to the same month last year and is now 11% higher than two years previously. We have seen a rapid increase over recent months with levels now above pre COVID due at least in part to government support measures which were put in place to reduce insolvencies having now largely ended. Help is available to businesses through our own Staffordshire Means Back to Business website or the Staffordshire and Stoke Growth Hub.
- As seen nationally, in December we continued to see an increase in job vacancies in Staffordshire, however the increase is slowing. This is reflective of the increasing demand we are seeing for workers across most parts of the economy to aid the recovery from the pandemic which has been further heightened by seasonal job opportunities. Staffordshire saw vacancies increase by 1% between November and

December equivalent to over 400 more job vacancies, this was in line with the increase seen nationally.

- Staffordshire is well placed to work with government to drive forward the Levelling Up Agenda, working closely with our Districts and Boroughs. We have already demonstrated our willingness to invest in supporting business to deliver more higher paid and higher skilled jobs. Our investment in strategic employment sites, infrastructure and skills is extensive and was clearly evidenced only recently when we set our budgets and have allocated an additional £1M to support our economy.
- The Government are to ask Homes England to play a wider role in supporting us as local government to drive forward our ambitions for new affordable housing and regeneration of our respective areas. Our Business & Enterprise Service is to have early discussions with Homes England to understand how they can support us, to not simply provide us with money, but to deliver opportunity.
- The Council is continually looking for opportunities to bring in new employers or HQ relocations as demonstrated by the significant Pets At Home development at Redhill. The "We Are Staffordshire Investment Prospectus," to be submitted to Cabinet in March, will be launched on an international stage at the forthcoming MIPIM event by our Officers. This will be followed up by our attendance at the significant UK Real Estate Investment and Infrastructure Forum to be held later in the year in Leeds. Working closely with our Districts and Boroughs we have brought together our collective regeneration priorities as a County under one document. This document represents strong Staffordshire branding, a place that is confident and creates opportunity. It demonstrates to investors and developers that we are a connected County, an investment in one locality will benefit from the wider opportunities of being part of the Staffordshire family.
- We will shortly be going out to consultation on our Economic Strategy for Staffordshire and alongside it our Rural Economic Strategy which recognises the specific requirements of our non-urban areas. These plans will provide a clear way forward to build our success, addressing the challenges and opportunities that lie before us.

## 114. Business Case for Care Home Developments

	<p>“We are committed to ensuring that there is a supply of good quality nursing care which meets the future needs of the population, at an affordable price.</p> <p>The Covid-19 pandemic has had a huge impact on the county. Added to this, proposed government social care reforms will have a significant impact on the care home market. It is therefore only right we look again at our plans for nursing care in Staffordshire and ensure these are taken into account.</p> <p>By taking some extra time to review our plans, speak to residents and those directly involved in nursing care, we can ensure our plans are fit for the future.”</p> <p>Julia Jessel, Cabinet Member for Health and Care</p>
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**Reasons for the Decision** – To review the need for extra nursing home capacity in Staffordshire as well as the potential location of homes.

**Decision** – (a) That officers be requested to re-evaluate the recommendation to develop two Council owned care homes, with nursing, taking into account the quality and sustainability of the current market in Staffordshire.

(b) That officers be requested to present a Business Case for Council owned care homes, with nursing, to Cabinet once the outcome of this work is confirmed.

## 115. Integrated Performance Report - Quarter 3 2021/22

	<p>“Dealing with the Covid-19 pandemic remains a challenge and we continue to do what is required to control the spread of the virus and keep people safe. The vaccine programme has been a game changer and as of January 2022, in Staffordshire 88% of people over 18 have had their first dose, 86% have had two doses and 71% have had the booster.</p> <p>We continue to do what is necessary to support</p>
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those who need us most, including vulnerable residents, the care sector, local communities and businesses.

Growing our economy, creating better quality jobs, and supporting local businesses with their recovery through the Staffordshire Means Back to Business Programme remains a priority. Putting more money in people's pockets and improving their financial security, especially at a time when living costs are on the increase, is vital.

The cost of social care continues to rise, and we face capacity issues and challenges in the sector. The home care market is continuing to experience rising demand, compounded by ongoing recruitment and retention difficulties but during quarter 3 we have made good progress to mitigate this across the sector.

In October we introduced a new model for the delivery of our Children and families service and our work through the Building Resilient Families and Communities programme continues to support vulnerable families. The programme has already achieved its target for the year. The Staffordshire Warmer Homes programme also continues to grow from strength to strength supporting households with updating heating and has attracted an additional £5.9m funding from Government.

Despite the many pressures facing councils like ours, we will invest to keep growing the county in a sustainable way to make a positive difference in the lives of our residents. We want Staffordshire people to enjoy a better quality of life, in thriving communities, and live longer in good health".

Cllr Alan White, Leader of the Council

"Coping with the Covid-19 pandemic continues to put extra pressures on our finances, but we continue to do what is necessary and to manage them effectively. A recent audit report also confirmed this alongside our sound approach to financial management during the pandemic.



All council departments continue to deliver against their recovery priorities, whilst progressing with activities in the organisation's Delivery Plan. The latest revenue forecast outturn shows a forecast saving of £3.963m compared to the previous forecast of a saving of £1.992m at Quarter 2.

Like most local authorities, we still face financial challenges including in adult social care and in children's social services. We have had the announcement from Government on the reforms to social care which was welcome, but we do need to see more details of how this will work in practice. We also have concerns that any funding available will not match the costs.

We continue to keep our finances in as strong a position as possible and to ensure that we provide good value for money for local taxpayers. Well managed finances also mean we can invest in our future and grow our economy post pandemic".

Ian Parry, Cabinet Member for Finance and Resources.

**Reasons for the Decision** – To consider an overview of Staffordshire County Council's progress, performance, and financial position in delivering against our Strategic Plan and Delivery Plan.

**Decision** – That the report be received.

### **116. Potential Joint Coroners Service, Business Case**



"It is expected that the merger will improve services for bereaved families and provide opportunities for future efficiency savings as the joint service is embedded, ensuring that the service is sustainable and fit for the future.

Inquests will continue to be heard in both Stafford and Stoke-on-Trent, and there is the potential to use other sites and locations as part of the new joint service".

	Cllr Victoria Wilson, Cabinet Member for Communities and Culture
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**Reasons for the Decision** – To consider the creation of a new joint service for Stoke and Staffordshire Coronial jurisdictions.

**Decision** – (a) That the business case for submission to the Chief Coroner and Ministry of Justice be endorsed, subject to a similar resolution being passed by Stoke-on-Trent City Council.

(b) That the proposed timeline for the business case to be submitted to the Chief Coroner and Ministry of Justice be agreed, subject to a similar resolution being passed by Stoke-on-Trent City Council.

(c) That it be agreed that the name for the new service will be ‘Staffordshire and Stoke-On-Trent Coroners Service’, subject to a similar resolution being passed by Stoke-on-Trent City Council.

(d) That the Assistant Director, Culture, Rural and Safer Communities be given delegated authority to take all steps necessary to progress the Business Case to completion on behalf of Staffordshire County Council.

### **117. Decisions taken by Cabinet Members under Delegated Powers**

**Decision** – That the following decisions taken by Cabinet Members under delegated powers be noted:

<b>Cabinet Member</b>	<b>Decision</b>
Cabinet Member for Children and Young People	In approving entering into the required contractual arrangements with Partners and Providers where required to deliver the Household Support Fund in Staffordshire.

### **118. Forward Plan of Key Decisions**

The Forward Plan of Key Decisions for the period 16 March to 20 July 2022, which detailed the following issues, was approved:

<b>Subject Matter</b>	<b>Contact</b>
2022/23 Schools Capital Programme	Name: Ian Turner Tel: (01785) 277228
Economic Strategy	Name: Anthony Hodge Tel: (01785) 277204
Children's Homes Block Contract	Name: Natasha Moody Tel: 07976191079
Highways and Transport Capital Programme 2022/23	Name: James Bailey Tel: (01785) 276591

Agreement for Mental Health Act (Section 117) Aftercare needs	Name: Jo Cowcher Tel: 07772 011078
Bus Service Improvement Plan - Enhanced Partnership Plan and Scheme	Name: Clive Thomson Tel: (01785) 276522
Outcome of the Formal Statutory Proposal / Notice Process for the Proposed Expansion of St Leonard's Primary School, Stafford	Name: Clive Thomson Tel: (01785) 2767963
Staffordshire Rural Economic Strategy	Name: Anthony Hodge Tel: (01785) 277204
Framework Agreement for Demolition Services	Name: Ian Turner Tel: (01785) 277228
Integrated Performance Report - Quarter 4 2021/22	Name: Kerry Dove/ Rob Salmon Tel: (01785) 276354
North Staffordshire Local Air Quality Plan (NSLAQP)	Name: Clive Thomson Tel: (01785) 276522

### **119. Exclusion of the Public**

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

The Cabinet then proceeded to consider the following matter:

### **PART TWO**

#### **120. Entrust Service Delivery Agreement** (Exclusion paragraph 3)

**Alan White**  
**Leader of the Council**



**Minutes of the Property Sub-Committee Meeting held on 2 March 2022**

Present: Alan White (Chairman)

**Attendance**

Mark Deaville  
Jonathan Price

Philip White (Vice-Chairman)

**Apologies:** Ian Parry

**PART ONE**

**68. Declarations of Interest**

There were no Declarations of Interest on this occasion.

**69. Minutes of the Meeting held on 2 February 2022**

**RESOLVED** – That the minutes of the meeting held on 2 February 2022 be confirmed and signed by the Chairman.

**70. Proposed Leases to Academies**

Proposals were submitted to lease the sites of two Academies to their Trusts for a 125-year period at a peppercorn rental in line with the expectations of the Department for Education for those schools converting to Academy status.

**RESOLVED** – That approval be given to the grant of 125-year leases, at a peppercorn rental, to the two Academies detailed in the schedule to the report.

**71. Car Park, Church St, Burntwood WS7 3QL - Proposed underlease**

Details were submitted for the proposed underlease of Car Park, Church St, Burntwood to Chasetown FC 2021 Limited for a period of 20 years at £1 per annum.

**RESOLVED** – That approval be given for an underlease of car park to Chasetown FC 2021 Limited for a period of 20 years at £1 per annum.

**72. Exclusion of the Public**

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

**73. Land at Holding No.6 Old Wood Estate, Blithbury Road, Rugeley, Staffordshire. WS15 3HW - Proposed Sale - Exemption paragraph 3**

Details were submitted for the proposed sale of land at Holding No.6 Old Wood Estate, Blithbury Road, Rugeley, Staffordshire WS15 3HW.

**RESOLVED** – That approval be given for the sale of land at Holding No.6 Old Wood Estate, Blithbury Road, Rugeley, Staffordshire WS15 3HW on the terms in the report.

**74. Former Ellison Detached Playing Field, Lamphouse Way - Proposed Sale - Exemption paragraph 3**

Details were submitted for the proposed sale of the former Ellison Detached Playing Field, Lamphouse Way to Markden Homes SPV1 Limited.

**RESOLVED** – That approval be given for the sale of the former Ellison Detached Playing Field, Lamphouse Way to Markden Homes SPV1 Limited on the terms in the report.

**75. Orbital Retail Park (South Side), Voyager Drive, Churchbridge, Cannock WS11 3XP - Proposed removal of food sales restriction in lease - Exemption paragraph 3**

Details were submitted for the proposed removal of food sales restriction in lease at Orbital Retail Park (South Side) Voyager Drive, Churchbridge, Cannock WS11 3XP.

**RESOLVED** – That approval be given for the removal of food sales restriction in lease at Orbital Retail Park (South Side) Voyager Drive, Churchbridge, Cannock WS11 3XP on the terms in the report; delegated approval be given to the Assistant Director for Commercial and Assets in conjunction with the Cabinet Member for Commercial Matters.

**Chairman**

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

## **Cabinet – Wednesday 16 March 2022**

### **Update from Covid Member Led Local Outbreak Control Board**

#### **Recommendation**

1. Cabinet is asked to:
  - a. Note the March update from the Covid Member Led Local Outbreak Control Board;
  - b. Note that this is the final update planned from the Board; and
  - c. Extend the Council's thanks to all those who have played a role in managing the pandemic.

#### **Current Situation**

2. Covid case rates have fallen significantly, possibly in part because fewer people are testing themselves when they get symptoms. The number of people in hospital with Covid has also fallen and deaths are at or below pre-pandemic levels for this time of year. The Covid vaccination programme continues to make progress with a gradual increase in uptake of first and second doses as well as boosters in all age groups.

#### **Expectations for 2022/23**

3. The Government published England's plan for 'Living with Covid' on 21 February 2022.
4. From 24 February the legal requirement for people who test positive to isolate has been withdrawn, and replaced by guidance to avoid contact with others for at least 5 days and get two negative rapid Covid tests on consecutive days before resuming normal activities. Routine contact tracing has been discontinued.
5. From 01 April public testing, both PCR testing for people with symptoms and lateral flow device testing, will be removed. Testing will continue in some settings, for example PCR testing for people admitted to hospital with respiratory illnesses, and asymptomatic testing of health and care staff and care home residents.
6. There remains a risk of resurgence of the virus, especially if a new variant emerges. Ongoing precautions will be required in high-risk settings such

as care homes, and the country will need contingency plans and resources in place to manage escalating numbers of cases that put unsustainable pressure on health and care services.

7. The Council is planning that we will be able to continue to support prevention and management of outbreaks in high-risk settings such as care homes. We are prepared to manage localised surges in cases if necessary. We will continue to support the vaccination programme including any further boosters that are required during 2022/23. We will continue to provide public health advice to the public about the sensible precautions they can take to limit the spread of infection.
8. The Covid Member Led Local Outbreak Control Board has moved to monthly meetings and the ongoing requirement for the Board will be reviewed in line with emerging Government policy.
9. The Board would once again like to thank residents, schools, businesses, the voluntary sector, care providers, the NHS, the Council's own staff and everyone else who has contributed to the pandemic response. It has been a magnificent collective effort and leaves Staffordshire in a great position to face the future.

## Cabinet Meeting on Wednesday 16 March 2022

### Highways and Transport Capital Programme 2022/23



**Cllr David Williams, Cabinet Member for Highways and Transport said,**

“Staffordshire’s huge road network is vital for keeping our county connected and its residents and businesses on the move.

This year we are investing over £50 million in a range of major projects, vital local improvements, and general road maintenance, including an additional £15.5M funded by the County Council to fix more roads.

However, we recognise that there is always more to be done and we continue to lobby central Government for the money necessary to

keep Staffordshire’s roads in the condition we expect and ensure local communities and businesses are able to see the benefits of an improved highway network.”

#### **Report Summary:**

Staffordshire County Council’s highway network is valued at over £7 billion, and we know that good roads are vital for communities and businesses to thrive. The highway network is the largest and most visible asset for which the County Council is responsible. The way it is managed and maintained has a direct impact on the County Councils’ ability to deliver the vision of ‘An innovative, ambitious and sustainable county, where everyone has the opportunity to prosper, be healthy and happy’.

In recent years the investment in highway infrastructure and its performance has been increasingly under the spotlight. The current financial challenges and increased public expectations have meant the management of our highway assets has never been more important to ensure we achieve outcomes that benefit everyone.

The Highways and Transport capital grant block funding is made up of two parts, Highway Maintenance (including Bridges) and Integrated Transport improvements. They are not ring-fenced, and precise allocation can be determined at a local level. In recent years this has also been enhanced through government funding via the Pothole Fund

Revenue funding covers day to day expenditure such as emergency repairs, street lighting, grass cutting and winter maintenance and in 2022/23 will equate to £12.8M. However, most of the capital funding for replacing highway assets that have come to the end of their use is generally provided through government grant. At the time of writing this is assumed to be £25.067M in 2022/23 (including the pothole fund) i.e., the same as 2021/22, but £8.735M less than the amount received in 2020/21. The grant for Integrated Transport improvements is assumed to be £3.449M in 2022/23, again in line with 2021/22.

Additional capital funding for Highways and Transport comes from the County Council's own investment decisions, contributions from developers through S106 agreements, other stakeholders and other bid applications.

Over the last 12 years the County Council has provided more than £80M of additional investment to support highway maintenance activities, including £5M per year in the six years 2017/18 to 2021/22 and additional revenue funding of £929,000 in 2020/21 from Reserves.

One of the five priorities for the Councils Strategic Plan for the period 2022-26 is to fix more roads and improve transport and digital connections. We know that improving our highways is one of the top priorities for Staffordshire people. Maintaining and improving this network is very challenging, especially in light of reduced government funding, rising costs and increasing road usage. Despite this we want Staffordshire people to see an improvement in our highways over the next four years.

In 2021/22, the government grant provided for highway maintenance was reduced significantly and at the time of writing it is assumed will stay at the same level for 2022/23. Consequently, the Councils Medium Term Financial Strategy (MTFS) includes an investment in highways in 2022/23 which will help to reduce the maintenance backlog and will mitigate the impact of the grant reduction. An amount of £15.5 million is included in the Capital Programme for this purpose and an additional £1 million is included in the MTFS for revenue costs associated with the transformation programme in this service. Subject to several ongoing pilots producing positive results, then there is scope to increase this revenue allocation by a further £1m, funded from earmarked reserves.

Work on any major schemes, such as the recently completed Stafford Western Access Route (SWAR) and Lichfield Southern Bypass, is funded and monitored separately. Street Lighting in Staffordshire is managed and maintained through a 25-year private finance deal which runs until May 2028 and is not therefore covered in this report

## **Recommendations**

I recommend that:

- a. Cabinet considers the report and approves the Highways and Transport capital investment proposals.
- b. Further to the above a detailed structural maintenance and drainage programme will be developed and approved by the Cabinet Member for Highways and Transportation in consultation with Cabinet Members.
- c. Cabinet approves progression of the programme of developer funded s.278/s111 highway improvement projects and delegates authority to the Director of Economy, Infrastructure & Skills to agree the details of the works agreements and authorise the contracts for works to be entered into.
- d. The Assistant Director for Highways and the Built County monitors progress of the overall programme and is given delegated authority to make any in-year alterations in consultation with the Cabinet Member for Highways and Transportation.

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

## **Cabinet – Wednesday 16 March 2022**

### **Highways and Transport Programme 2022/23**

#### **Recommendations of the Cabinet Member for Highways and Transport**

I recommend that Cabinet:

- a. Cabinet considers the report and approves the Highways and Transport capital investment proposals.
- b. Further to the above a detailed structural maintenance and drainage programme will be developed and approved by the Cabinet Member for Highways and Transportation in consultation with Cabinet Members.
- c. Cabinet approves progression of the programme of developer funded s.278/s111 highway improvement projects and delegates authority to the Director of Economy, Infrastructure & Skills to agree the details of the works agreements and authorise the contracts for works to be entered into.
- d. The Assistant Director for Highways and the Built County monitors progress of the overall programme and is given delegated authority to make any in-year alterations in consultation with the Cabinet Member for Highways and Transportation.

#### **Report of the Director for Economy, Infrastructure and Skills**

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

1. It is widely recognised that a well maintained, functional built environment is an essential ingredient to a prosperous, safe, well-connected and sustainable society, which encourages inward investment and promotes healthy lifestyles and social cohesion. Staffordshire's Highway Infrastructure Asset Management Plan (HIAMP) and District/Borough Integrated Transport Strategies and the Local Cycling and Walking Infrastructure Plan (LCWIP) ensure capital spending is clearly aligned to corporate priorities and delivers value for money.
2. Whilst day to day operational costs such as emergency repairs, street lighting, grass cutting and winter maintenance, are funded through an annual revenue allocation (£12.8m indicative for 22/23), the Highway Maintenance block capital grant helps fund the replacement of life

expired highway assets. The confirmed grant for 2022/23 is £25.067M (including the pothole fund) i.e. the same as 2021/22, but £8.735m less than the amount received in 2020/21. The grant for Integrated Transport improvements during 2022/23 is confirmed as £3.449m, again in line with 2021/22.

3. One of the five priorities for the Councils Strategic Plan for the period 2022-26 is to fix more roads and improve transport and digital connections. We know that improving our highways is one of the top priorities for Staffordshire people. Maintaining and improving this network is very challenging, especially in light of reduced government funding, rising costs and increasing road usage. Despite this we want Staffordshire people to see an improvement in our highways over the next four years.
4. In 2021/22, the government grant provided for highway maintenance was reduced significantly and will stay at this lower level for 2022/23. Consequently, the Councils Medium Term Financial Strategy (MTFS) includes an investment in highways in 2022/23 that will help to reduce the maintenance backlog and will mitigate the impact of the grant reduction. An amount of £15.5 million is included in the Capital Programme for this purpose and an additional £1 million is included in the MTFS for revenue costs associated with the transformation programme in this service. Subject to several ongoing pilots producing positive results, then there is scope to increase this revenue allocation by a further £1m, funded from earmarked reserves.

### **The Highway Asset in Staffordshire**

5. Highway infrastructure is the largest and most visible asset Staffordshire County Council (SCC) is responsible for. It includes over 6,200km of carriageways, 4,360km of footways, over 1,000 structures and more than 115,000 streetlights and illuminated signs.
6. The local road network has an estimated gross replacement value of over £7 billion, the majority of value being within the key asset groups of carriageways, footways and cycleways, structures, street lighting, traffic signals and drainage. Street Lighting is managed through a long-term private finance initiative (PFI) which runs until May 2028 and is outside the scope of this report.
7. Well managed local roads are vital to being able to achieve the key outcomes of the Strategic Plan contributing to the economic, social and environmental wellbeing of Staffordshire. They provide access for businesses and communities and a key part of an area's local character and quality of life.

## **What is the challenge?**

8. Managing our highways is a key challenge to local councils such as Staffordshire who have to manage an ageing network with high public expectations for safe and reliable travel.
9. Highways are increasingly fragile and less resilient to damage from wear and tear, ageing, the changing nature of traffic and the impact of climate change. Short term fixes, such as pothole repairs often don't address the wider problem of aging and weakened road surfaces and are often at the expense of longer-term solutions such as preventative maintenance.
10. The Council has a number of statutory duties in its role as highway authority such as Section 41 of the Highways Act 1980, duty to maintain, and Section 16 of the Traffic Management Act 2004 duty to manage the road network to secure the expeditious movement of traffic. All of these obligations must be fulfilled above and beyond the objectives of the HIAMP.
11. Capital funding is used to provide renewal and replacement of all highway assets including carriageways, footways, structures (bridges), safety fencing, drainage, traffic signals and signs but as noted above, excludes street lighting in Staffordshire.
12. Historically, the capital maintenance grant falls somewhat short of the threshold required to achieve optimum whole-life-cost management of carriageways and footways. Since 2009/10 a number of actions have been taken to help address this:
  - a. Between 2009/10 and 2013/14 an extra £50m capital was also invested from the Council's own reserves
  - b. Between 2017/18 and 2021/22, an additional £5M per year was funded by the County Council and additional revenue funding of £929,000 in 2020/21 from Reserves
  - c. A limited amount of grant funding (£1M) has been diverted each year from the Integrated Transport Block allocation
13. The impact of Staffordshire's HIAMP together with the additional funding from the Council between 2009/10 and 2013/14 was significant. The condition of Staffordshire's road network (proportion where maintenance should be considered) improved by more than 10% between 2009 and 2015, with the improved durability ensuring that the network was better able to withstand the increasing frequency of wet and cold weather that had a significant effect on the condition of roads across the UK. Subsequent reductions in the level of funding available for asset renewal

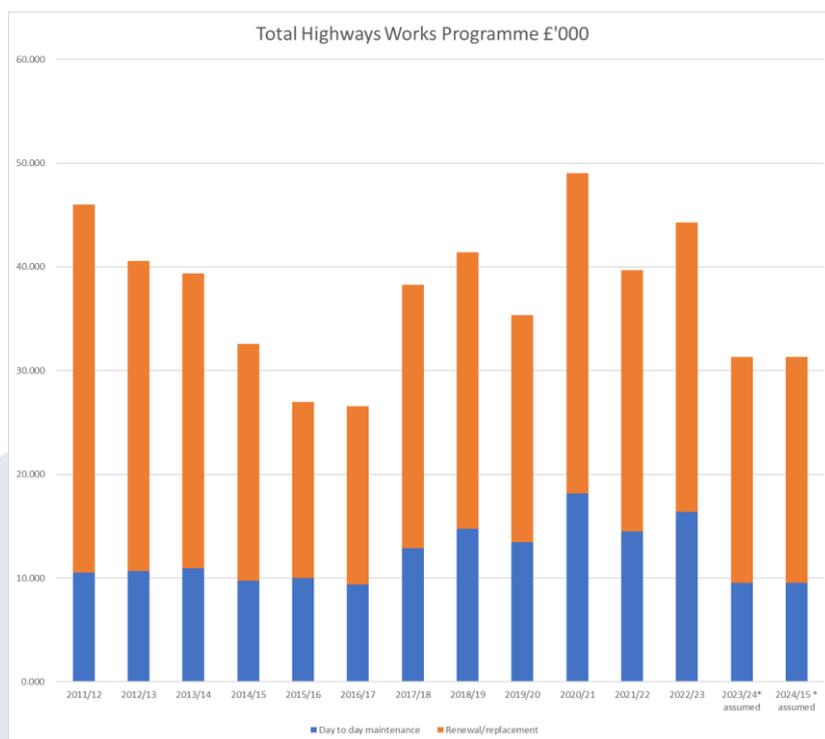
or preventative maintenance have since resulted in an increase in both the percentage of roads in poor condition requiring renewal (red) and, those requiring preventative maintenance (amber).

14. The added durability because of the earlier investment enabled an ongoing reduction in revenue contributions to the capital programme since 2011, in support of the Council’s wider Medium Term Financial Strategy (MTFS). Over the past decade, the service has made savings of over £13m/year (57%) ongoing to ensure we can live within our means.

### Value of the Highway Maintenance Works Programme

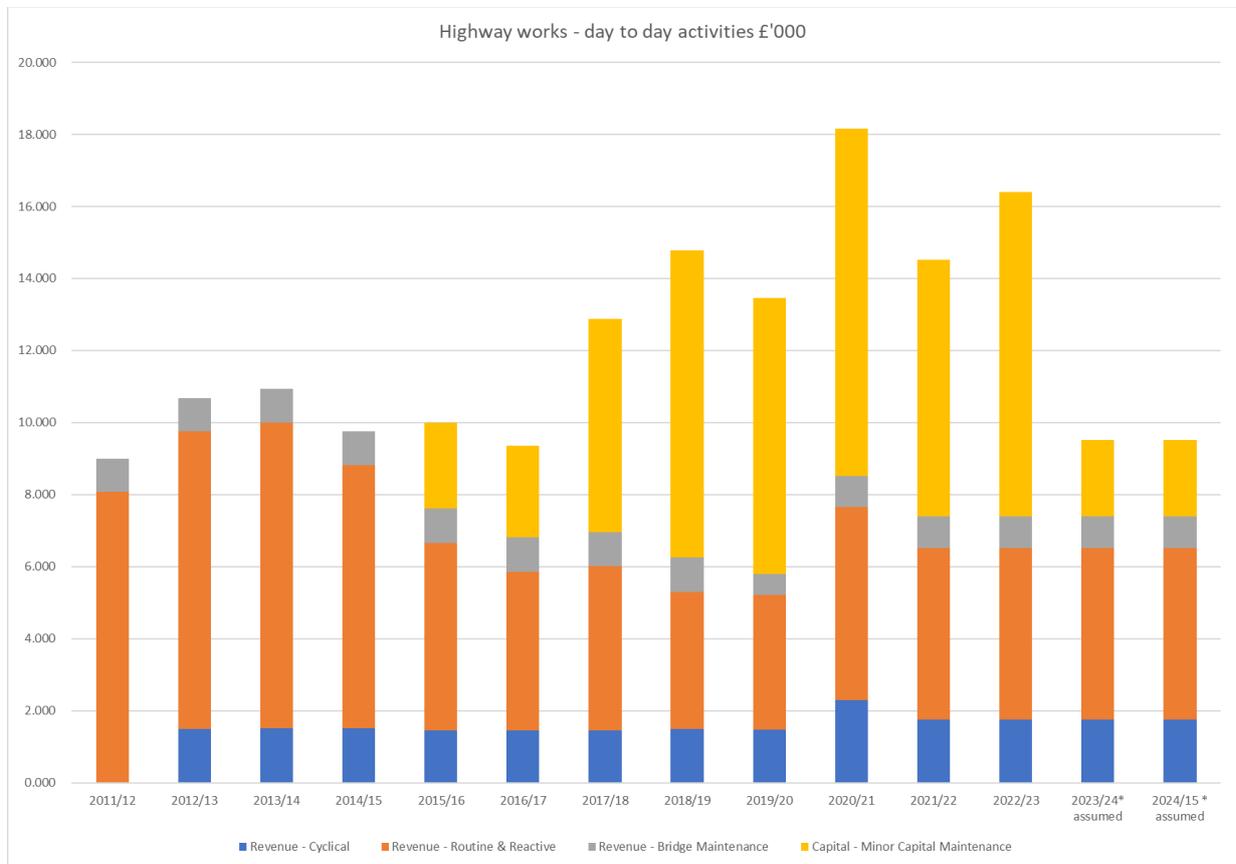
15. As noted above, the highway maintenance service is funded through a variety of sources including revenue, the DfT highway maintenance grant and, additional investment from the County Council. The chart below indicates the total value of the highway maintenance works programme each year (revenue and capital) from 2011/12 onwards. The variable nature of Government funding year on year impacts on the ability of the service and its supply chain to plan and invest in resources and the future workforce. The value of the programme in Chart 1 reflects that at this time no additional funding from the County Council has been confirmed from 2023/24 onwards.

**Chart 1: Total value of annual highway works programme (day to day maintenance and renewal/replacement) £’000**



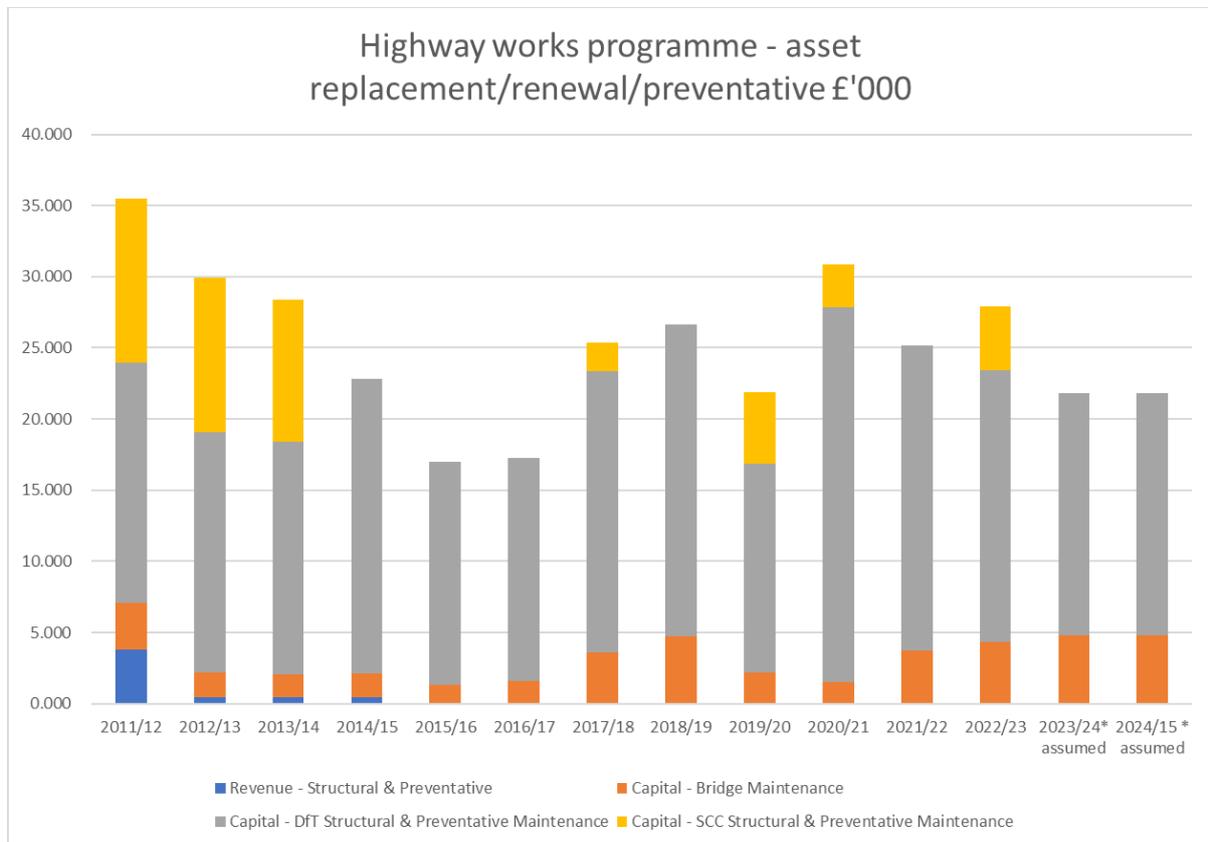
16. Early in 2017 due to the pressure on highway resources, and a deterioration in road condition data across all classifications, and customer feedback, Cabinet approved a £5M/year extra investment strategy between 2017/18 and 2020/21 with a further one off to the same value in 2021/22. The aim of this money was to reduce the backlog, and associated reputational and financial liability, of long-standing low-risk pothole defects.
17. The revenue budget for the highway service in 2022/23 is likely to be in the region of £32M which equates to approximately 5% of the Council's total annual revenue budget. After commitments including the streetlighting PFI, School Crossing Patrols and a range of statutory functions approximately £12.8M (2% of the Council's total revenue budget) remains for highway maintenance operations. This provides the following functions:
- a. Routine Maintenance including gully and tree works (£6.4M)
  - b. Cyclical Maintenance (£1.8M)
  - c. Winter Maintenance (£3.5M)
  - d. Structures (£1.2M)
18. Since 2015-16, the block grant for maintenance has been used to provide for minor capital maintenance covering elements of the day-to-day repairs such as patching, potholes and drainage activities which previously were funded through the revenue budget. In 2021/22 this minor capital maintenance totalled £6.7M. In 2022/23 it is proposed that this will increase to £9M (£5M County Council investment on minor capital maintenance + £4M workstack reduction) and hence the needs element of the DfT block grant has been reduced to zero to allow for additional funding to structures. The chart below shows the funding for day-to-day maintenance activities and includes the minor capital maintenance support. This use of capital money does have the consequence of reducing the amount of funding available for preventative maintenance or renewal. The value of the programme in Chart 2 reflects that at this time no additional funding from the County Council has been confirmed from 2023/24 onwards.

**Chart 2 : Highway works Day to Day activities £'000**



19. The value of asset renewal and preventative maintenance work is shown in the chart below. The annual investment required to maintain the asset in a steady state (carriageways and structures) is estimated to be at least £50M per annum and is also included below. This excludes the one-off investment of £75M required to bring the asset back to the required condition. This backlog will increase year on year whilst investment remains below the minimum required. Construction price inflation and other issues such as reduction of carbon will also add to the gap year on year. The value of the programme in Chart 3 reflects that at this time no additional funding from the County Council has been confirmed from 2023/24 onwards.

**Chart 3: Highway works asset renewal, replacement and preventative maintenance £'000**



20. A sum of £1M of the Integrated Transport Block has been allocated each year towards capital structural and preventative maintenance in recent years and is included in the above.

### Capital Funding for 2022/23

21. The Highways and Transport capital delivery programme is made up of:

- a. Highway Maintenance (including Bridges)
- b. Integrated Transport improvements

22. The funding available to deliver the 2022/23 capital programme includes:

- a. Government Capital Grant Block funding allocation for Maintenance
- b. Government Capital Grant Block funding allocation for Integrated Transport
- c. Staffordshire County Council Highway Investment
- d. Government Pothole fund
- e. Section 106 contributions from developers
- f. Contributions and awards from stakeholders
- g. Contributions from other grants and bids

23. Historically, the Integrated Transport Block, Maintenance Block – Needs Element and the pothole funding additional maintenance funding were allocated by formula based mainly on road length. From 2015/16 to 2020/21 an Incentive element of the maintenance block grant was conditional on demonstrating efficient management and delivery and asset management. The County Council’s highway service has been able to demonstrate that they met the criteria for the highest level of the incentive funding, and this provided up to £3.365m per year. It was originally understood that a different method of allocation would replace the incentive element from 2021/22 but this has continued in 2021/22 and again is the case for 2022/23. As noted, this is dependent on the authority continuing to be able to demonstrate that it is operating an asset management led approach to the local road network.
24. At Budget 2020, the government announced that councils would get a new round of pothole funding with an extra £500 million in 2020/21 as part of a new £2.5 billion Potholes Fund that would also be available for local authorities to undertake longer-term road resurfacing works to prevent potholes from appearing in the first place. The work in repairing potholes and preventing them from forming is only one element to improving the condition for all road users and the Department for Transport (DfT) recognises that well maintained highways not only improve local productivity but also the environment by reducing delays, also making cycling, horse riding and walking more attractive. The value of this funding is £11.141M in 2022/23 i.e. the same as 2021/22.
25. In recent years the government has also made additional funding available through a Challenge fund to enable local highway authorities to bid for funding for major maintenance projects that were otherwise difficult to fund through the normal needs-based formula funding. In 2020/21 £100M challenge fund was incorporated into the 2020/21 funding allocation and distributed to local highways authorities by formula. At the time of writing this report no separate Challenge fund has been announced in 2022/23.
26. The confirmed DfT funding for 22/23 remains the same as in 21/22, representing a real-term reduction due to inflationary pressures.

**Table 1: DfT Capital Funding Allocations (assumed at time of writing the report)**

DfT Capital Funding Allocations - assumed at 21st January 2022	2020-21	2021-22	2022-23*	2023-24*	2024-25*
	£000s	£000s	£000s	£000s	£000s
<b>LOCAL TRANSPORT CAPITAL FUNDING</b>					
Highways Maintenance Block (Needs Element)	16,154	11,141	<b>11,141</b>	11,141	11,141
Highways Maintenance Block (Incentive Element)	3,365	2,785	<b>2,785</b>	2,785	2,785
Highways Maintenance Block	19,519	13,926	<b>13,926</b>	13,926	13,926
Integrated Transport Block	3,423	3,449	<b>3,449</b>	3,449	3,449
	22,942	17,375	<b>17,375</b>	17,375	17,375
<b>ADDITIONAL DfT FUNDING</b>					
Potential Pothole and Challenge Fund	14,283	11,141	<b>11,141</b>	11,141	11,141
	37,225	28,516	<b>28,516</b>	28,516	28,516
Maintenance Element	33,802	25,067	<b>25,067</b>	25,067	25,067

*\*It has been assumed that the Governmental incentive level funding for capital maintenance activity on highways assets (needs elements) is to remain at the 2021/22 grant allocation rate. The incentive level funding is dependent on the County Council being able to demonstrate Level 3 in its Asset Management assessment and that the Pothole and Challenge Fund contribution remains the same.*

27. One of the five priorities for the Councils Strategic Plan for the period 2022-26 is to fix more roads and improve transport and digital connections. We know that improving our highways is one of the top priorities for Staffordshire people. Maintaining and improving this network is very challenging, especially in light of reduced government funding, rising costs and increasing road usage. Despite this we want Staffordshire people to see an improvement in our highways over the next four years.
28. As noted above, in 2021/22, the government grant provided for highway maintenance was reduced significantly. Consequently, the Councils Medium Term Financial Strategy (MTFS) includes an investment in highways in 2022/23 which will help to reduce the maintenance backlog and will mitigate the impact of the grant reduction. An amount of £15.5M is included in the Capital Programme for this purpose and an additional £1M is included in the MTFS for revenue costs associated with the transformation programme in this service. If ongoing pilots produce positive results, then there is scope to increase this revenue allocation by a further £1M, funded from earmarked reserves.

29. The £15.5M investment strategy during 2022/23 will provide:

**a. Minor Capital Maintenance (£5M)**

- i. £2M to provide a further 40,000m<sup>2</sup> of extra pothole repairs (approx. 9,000 individual defects);
- ii. £2M to provide approximately 40 miles of additional low-cost pothole prevention surface treatments; and
- iii. £1M towards additional drainage repairs, targeted at locations where poor drainage is leading to premature road surface deterioration.

**b. Customer Service System Improvements (£0.5M)**

- i. A one-off investment in improving our end-to-end customer journey including our digital front-door.

**c. Tackling the post-winter workstack (£4.0M)**

- i. As we come out of the winter period we can expect to see the number of defects that need repairing to grow significantly. The additional funding will be used to repair c.9,000 additional large defect repairs in the first few months of the year.

**d. Developing our customer focussed 'Right First Time' approach (£1.5M)**

- i. From a customer perspective, repairs are about fixing places not just defects, repairing defects of all priorities in nearby vicinity at the same time whilst ensuring the right repair for the location, planning for larger more comprehensive repairs and improving local communications where 'temporary' safety critical repairs are needed in the interim. This funding will allow new approaches to be piloted to inform future service delivery options and the required funding.

**e. Investment in the Asset (£4.5M)**

- i. This will allow £1.3M to be invested in structural patching for future preventative maintenance that would enable an extra 10km of roads to receive preventative treatment per year, adding 10 to 15 years of life to these roads.
- ii. The balance of £3.2M will be spent on structural repairs of life expired roads at key gateway locations into major towns and will treat the equivalent of 6km of roads.

## **Capital Programme Structural and Preventative Maintenance 2022/23**

30. In line with Staffordshire's Highway Infrastructure Asset Management, Strategy, Policy and Plan, the authority is committed to an asset management approach encompassing the benefits of whole cost life cycle. This includes ensuring the most effective and efficient use of the available highway budget, so the appropriate treatment is utilised at the right time, focussed on preventative work and prioritising high risk safety defects for repair. The programme of capitally funded work for 2022/23 has been developed in line with the above.
  
31. Historically, Cabinet has agreed that a 5% top-slice of Highways Maintenance and Education capital resources are used to support other centrally funded capital projects in areas such as Economic Development, Waste Management and Libraries, which receive no such allocation from government. Provision has similarly been made for 2022/23 and this has been taken account of in the preparation of the programme. Table 2a below shows the available funding and proposed distribution including for comparison, 2021/22 and, the anticipated funding through to 2024/25. DfT Funding is assumed to stay the same over the period.

**Table 2a: Highway Capital Funding 2022-23 to 2024-25 – Programme Resources\***

HIGHWAYS CAPITAL PROGRAMME RESOURCES 2022/23				
as at 18th February 2022				
2021-22 Funding £000s		2022-23 Assumed Funding £000s	2023-24 Assumed Funding £000s	2024-25 Assumed Funding £000s
	<b>LOCAL TRANSPORT CAPITAL FUNDING</b>			
11,141	Highways Maintenance Block (Needs Element)	11,141	11,141	11,141
(557)	5% Top-slicing	(557)	(557)	(557)
10,584	Sub total	10,584	10,584	10,584
2,785	Highways Maintenance Block (Incentive Element)	2,785	2,785	2,785
13,369		13,369	13,369	13,369
1,000	From Integrated Transport Block	1,000	1,000	1,000
(1,328)	Allocate Needs Element to Bridges	(1,828)	(1,828)	(1,828)
(2,119)	Allocate Needs Element to Minor Capital Maintenance	0	(2,119)	(2,119)
10,922		12,541	10,422	10,422
(400)	less potential Over-Achievement in 2020-21			
10,522		12,541	10,422	10,422
	<b>ADDITIONAL DfT FUNDING</b>			
11,141	Potential Pothole and Challenge Fund	11,141	11,141	11,141
0	Allocate to Bridges	(2,500)	(3,000)	(3,000)
	Allocate to Minor Capital Maintenance	0	0	0
(186)	Member Schemes	(186)	0	0
21,477		20,996	18,563	18,563
	<b>ADDITIONAL COUNTY COUNCIL INVESTMENT</b>			
5,000	Additional Capital Investment	15,500	0	0
(4,600)	Allocate to Minor Capital Maintenance	(5,000)	0	0
21,877		31,496	18,563	18,563
	<b>OTHER FUNDING</b>			
0	From Integrated Transport Programme	0	0	0
0	From Revenue	0	0	0
21,877	<b>TOTAL AVAILABLE FUNDING</b>	31,496	18,563	18,563

*\*It has been assumed that the Governmental incentive level funding for capital maintenance activity on highways assets (needs elements) is to remain at the 2021/22 grant allocation rate. The incentive level funding is dependent on the County Council being able to demonstrate Level 3 in its Asset Management assessment and that the Pothole and Challenge Fund contribution remains the same. It has also been assumed that there is no additional investment from the County Council from 2023/24 onwards.*

32. The proposed programme of works increases the amount of funding for design work and replacement of structures from 2022-23 onwards to reflect the increasing risk to a number of structures including Moss Pit Footbridge, School Lane Footbridge, Chetwynd Bridge, Burndhurst Bridge and Stafford Railway Bridge. In 2022-23 it is intended that works will commence on Chetwynd Bridge to reduce the risk of future deterioration but will still require the introduction of a weight limit on this section of

the A513 to the east of the National Memorial Arboretum. Unless there is opportunity to secure grant funding in future years this will mean a reduction in spend on other highway assets including carriageways, footways, and drainage.

**Table 2b: Highway Capital Funding 2022-23 to 2024-25 – Programme\***

<b>HIGHWAY MAINTENANCE CAPITAL PROGRAMME 2022/23 (Excluding Structures)</b>				
as at 18th February 2022				
2021-22 Funding £000s		2022-23 Assumed Funding £000s	2023-24 Assumed Funding £000s	2024-25 Assumed Funding £000s
	<b>PROPOSED STRUCTURAL, PREVENTATIVE &amp; DRAINAGE PROGRAMME</b>			
	<b>Structural Maintenance (Carriageway)</b>			
1,243	DfT Maintenance Grant Element	1,340	150	400
0	SCC Highway Investment	3,200	0	0
1,243		4,540	150	400
880	<b>Drainage replacement</b>	900	0	200
191	<b>SCRIM (Skid Resistance) Sites</b>	191	191	191
	<b>Preventative Maintenance (Carriageway)</b>			
15,100	DfT Maintenance Grant Element	13,700	14,000	13,200
0	SCC Highway Investment	1,300	0	0
15,100		15,000	14,000	13,200
3,500	<b>Preventative Maintenance (Footway)</b>	2,950	2,650	3,000
	<b>Other SCC Highway Investment</b>			
0	Customer Improvements	500	0	0
0	Right First Time Pilots	1,500	0	0
0	Reduction of Winter Workstack	4,000	0	0
0		6,000	0	0
1,757	<b>Programme Management, Design, Supervision and other works costs</b>	1,896	1,606	1,606
22,671	<b>Total</b>	31,477	18,597	18,597

*\*It has been assumed that the Governmental incentive level funding for capital maintenance activity on highways assets (needs elements) is to remain at the 2021/22 grant allocation rate. The incentive level funding is dependent on the County Council being able to demonstrate Level 3 in its Asset Management assessment and that the Pothole and Challenge Fund contribution remains the same. It has also been assumed that there is no additional investment from the County Council from 2023/24 onwards.*

### Potential Highway Risks

33. The Department for Transport (DfT) has recently (18<sup>th</sup> February 2022) written to local highway authorities indicating that it is committed to allocating funding, including the Potholes Fund, to local highways authorities so they can most effectively spend this funding on maintaining and improving their respective network, based upon their

local knowledge, circumstances, and priorities. The Department strongly advocates a risk-based, whole lifecycle asset management approach to local authorities' highways maintenance programmes. This considers all parts of the local highway network, such as bridges (and other highways infrastructure assets such as culverts and retaining walls), cycleways, and lighting columns - not just the fixing of potholes. It is up to the respective highway authority how best to spend this funding to fulfil their statutory duty under Section 41 of the Highways Act 1980.

34. Despite the additional investment from the County Council, overall, the current budget is insufficient to maintain the asset in its current condition. The majority of the deficit is attributable to the main asset groups of carriageway, footways and drainage. There are also pressures in other assets particularly structures that in the absence of any additional opportunity for grant funding on top of the DfT Maintenance Grant will require reductions in spending on carriageway, footways, drainage, minor capital maintenance and member schemes from 2023/24 onwards. If appropriate levels of investment in the asset are not made, the ability of the local road network to support the outcomes of the County Councils strategic objectives and its statutory duty through providing a safe and reliable road network are increasingly put at risk.
35. Carriageway asset modelling in 2019 estimated that, based on the carriageway condition at that time, a network the size of Staffordshire's, required a one-off investment of around £75M to bring it up to target condition followed by £42M/year ongoing to achieve 'steady-state' condition in carriageway condition alone. Based on the distribution of funds in Table 2b above, the value of work on carriageways in 2022/23 will be circa. £19M reducing to £14.1M and £13.6M in subsequent years.
36. The reduction in the highway maintenance grant and one-year settlements from Government causes short- and medium-term issues including, reductions in efficiency and effectiveness in programmes of work and the ability of the supply chain to plan and invest in both their workforce and equipment for the future. National Highways for example receive a five-year settlement. With the amount of work for major projects such as HS2 in and around Staffordshire starting to increase, there is a risk that local suppliers seek other longer-term arrangements which would impact on the ability of the service to scale back up following any additional investment.
37. Roads requiring major maintenance i.e. structural maintenance will continue to deteriorate and lead to an increasing number of safety defects that places additional demands on the reactive maintenance service, increased level of customer contact/complaints and claims against the authority for damage or personal injury.

38. The authority sees an increasing number of notices or potential notices served against it under Section 56 of the Highways Act 1980 for highways out of repair.
39. Clearly there is much uncertainty around future funding levels which makes financial planning for a long-term asset incredibly challenging. This lack of clarity over future funding levels has been raised with ministers and local MPs and will continue to feature in the councils financial lobbying messages.

### **Integrated Transport Programme**

40. The 2022/23 Integrated Transport programme will help to deliver the eight Integrated Transport Strategies that have been developed for the District/Boroughs, together with the Local Cycling and Walking Infrastructure Plan (LCWIP) and Bus Service Improvement Plan (BSIP). The Transport Strategies are updated to support the District/Borough Local Plans and the County Council's Strategic Plan for 2022 to 2026 which has three interconnected priority outcomes, as follows:
- a. Have access to more good jobs and share the benefits of economic growth
  - b. Be healthier and independent for longer
  - c. Live in thriving and sustainable communities
41. The LCWIP will be pivotal in helping the County Council continue to make the case for future walking and cycling funding. Investment in walking and cycling infrastructure is needed throughout Staffordshire, including at least £31M of investment up to 2030/31 in Burton upon Trent, Cannock, Lichfield, Newcastle-under-Lyme, Stafford and Tamworth. The LCWIP was scrutinised by the County Council's Prosperous Select Committee on 15 April 2021 and received approval in June 2021 through the Cabinet Member Delegated Decision process. Staffordshire's BSIP was published in October 2021 and will help to deliver the National Bus Strategy for England 'Bus Back Better'. A decision on the funding of schemes proposed in BSIP is expected by March 2022.
42. As well as generally contributing £1M towards highway structural maintenance, the Integrated Transport block contributes £0.130M to Targeted wet road skidding sites (reflected in the funding to support Highway Structural Maintenance in Table 2 above) and £0.634M towards the maintenance and refurbishment of traffic signal assets, to help reduce the growing number that are in a very poor condition. Both items appear in the Integrated Transport programme for ease of completeness. In addition, specific schemes in the proposed programme have been able

to attract additional funding and the combined capital funding available for the Integrated Transport programme for 2022/23 is summarised in Table 3.

**Table 3: Total 2022/23 Integrated Transport Funding**

<b>Source</b>	<b>2022/23 Funding (£'000)</b>
Integrated Transport Block Grant	3,449
Less funding to support Highways structural Maintenance	(1,000)
	2,449
Other capital funding	
S106 developer contributions	1,109
Active Travel Fund (Tranche 2)	1,236
Active Travel Fund (Tranche 3)	343
Paths for Everyone	887
HS2 Road Safety Fund	1,065
LEP Getting Building Fund	150
Cannock Chase Council Community Infrastructure Levy	162
Heritage Lottery Fund	75
Parish Councillor contributions	54
Revenue Capability Funds	20
<b>TOTAL</b>	<b>7,550</b>

43. The Integrated Transport programme includes S106 contributions of around £1.109M that are expected to deliver a range of transport schemes throughout Staffordshire to help mitigate the impact of new housing and employment developments.
44. In 2020, £1.83M was awarded from the Government's Active Travel Fund (Tranche 2) which exceeded our indicative allocation of £1.446M. In 2021, we were awarded £0.97M from the Paths for Everyone fund, managed by Sustrans on behalf of the Government and we have secured a further £0.343M in an Active Travel Fund (Tranche 3) announcement made in February 2022. The active travel schemes are being delivered in 2022/23 and will contribute to the delivery of the LCWIP. DfT Capability Funds are revenue funds that have also been awarded to help progress active travel scheme designs and behaviour change initiatives.

45. The HS2 Phase One Road Safety Fund allocation of £2.975M available to Staffordshire County Council will be delivering a programme of works between 2021/22 and 2025/26. This programme was approved by Cabinet on 17 March 2021. The funding is in addition to the £40M of HS2 Community and Environment Fund and the Business and Local Economy Fund. The schemes expected to be funded will benefit communities in Lichfield District that stand to be most affected by HS2 construction traffic. As well as road safety schemes, the Department for Transport encourages use of the fund to support cycling projects. The County Council intends to continue the delivery of the approved programme during 2022/23.
46. Schemes to be included in the Integrated Transport programme are assessed by officers and scored against the 3 priority outcomes and a long list of potential schemes for 2022/23 were assessed and prioritised in January 2022. Delivery of eight schemes put forward to the virtual team have been deferred for delivery in a future year.
47. The proposed programme is set out in Appendix 1 and includes the detailed schedule with descriptions, justifications, and an assessment of the contribution each scheme makes towards the three Strategic Plan outcomes. The value of the programme currently amounts to £7.806M, which includes a projected over-commitment of £0.256M, which will provide contingency for programme slippage that may occur from unforeseen events, including delays in land acquisition and outcome of local consultations.
48. The programme will be reviewed from the outset when DfT funding is confirmed and progress on delivery will be monitored monthly with significant in-year amendments to the programme reported to the Assistant Director - Highways and the Built County, and subsequent approval for any changes sought from the Cabinet Member for Highways and Transportation. Regular reviews of the 2021/22 programme are continuing to minimise the potential for overspend on the 2021/22 programme, which would be a first call on the funding available for 2022/23.
49. There is also the likelihood of the award of additional funding during 2021/22 which has not been included in this report or the appended capital programme. This includes further rounds of Active Travel Funds, Paths for Everyone funds and Capability Funds. Subject to the approval of final businesses cases, there is also likely to be funding secured for active travel through the Burton upon Trent Towns Fund, the Newcastle-under-Lyme Towns Fund and Kidsgrove Towns Fund.

## **Developer Agreements**

50. A separate programme of developer funded highway improvement works is also delivered to facilitate development as part of the planning approval process. In Staffordshire larger, more complex developer projects are traditionally delivered through s.278 agreements with smaller scale projects delivered through s.111 agreements. The primary difference is that in a s.278 agreement the county council contracts directly with the developer's chosen construction contractor providing the county council with absolute control over the works, whilst in a s.111 agreement the developer delivers the works directly under close supervision by the council.
51. Despite being fully funded by the developer, where s.278 schemes exceed £5.33M (including VAT), the procurement must be carried out in line with Public Contract Regulations 2015. Any schemes below that threshold are subject to the county council's internal procurement regulations.
52. There are three developer funded highway projects valued at over £2M that are expected to be under construction during 2022/23, these are:
- a. Chatterley Valley, Newcastle-under-Lyme.
  - b. Featherstone, South Staffordshire; and
  - c. Beaconside, Stafford.
53. Both Featherstone and Beaconside construction estimates are also over the £5.33M threshold and if the county council is to enter into the contract for works, they would require a full public sector procurement process to be undertaken. It is proposed that the Beaconside, Stafford project is delivered through a s.111 agreement, preventing further delay and enabling co-ordination of temporary traffic management arrangements and communications with the ongoing nearby s.278 Pets at Home highway improvements. Whilst discussions are still ongoing, it is likely that Featherstone will need to be delivered through a s.111 agreement due to the developer's tight programme commitments.
54. The terms of the Beaconside, Stafford the s.111 agreement will enable all risks of a project of this nature to be suitably managed. Co-ordination with the nearby s.278 works provides the county council adequate ability to direct the works as necessary and close supervision of construction operations will ensure quality of the new infrastructure.

## Medium Term Financial Implications

55. The ongoing reductions in capital grant allocations from government come at an unfortunate time as they are straight after the end of the previous additional investment from the county council. Together with inadequacy of the grant funding level available makes financial planning for a long-term asset management incredibly challenging. These implications continue to be raised with ministers and local MPs as part of the council's financial lobbying messages.

## List of Background Documents/Appendices:

**Appendix 1** - Proposed Integrated Transport Improvements 22/23

### List of Background Documents:

- [Highways Infrastructure Asset Management Plan \(HIAMP\)](#)
- [Cannock Chase District transport strategy](#)
- [East Staffordshire Borough Transport Strategy](#)
- [Lichfield District Transport Strategy](#)
- [Newcastle Borough Transport Strategy](#)
- [South Staffordshire District Transport Strategy](#)
- [Stafford Borough Transport Strategy](#)
- [Staffordshire Moorlands Borough Transport Strategy](#)
- [Tamworth Borough Transport Strategy](#)
- [Local Cycling and Walking Infrastructure Plan](#)

## Contact Details

**Report Author:** James Bailey  
**Job Title:** Assistant Director for Highways and the Built County  
**Telephone No.:** 01785 276591  
**E-Mail Address:** james.bailey@staffordshire.gov.uk

# Community Impact Assessment – Checklist and Executive Summary

Page 37

**Name of Proposal: Highways and Transport Capital Programme 2022/23**

**Project Sponsor:**

**Project Manager: James Bailey**

**Job Title: Commissioner for Highways and the Built County**

**Date: February 2022**

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

Checklist	Action Completed (tick)	Comments/Actions
The project supports the Council’s Business Plan, priorities and MTFS.	✓	Capital maintenance programmes are defined by the whole-life-cost (value for money) Highway Infrastructure Asset Management Plan (HIAMP). Capital improvement schemes are prioritised objectively in line with the Outcomes of the Strategic Plan and District Integrated Transport Strategies. External funded capital schemes are provided through various capital grant bids for ring-fenced schemes, or as part of private development infrastructure.
It is clear what the decision is or what decision is being requested.	✓	Approval of the 2022/23 Highways and Transport Capital Programme is required.
For decisions going to Cabinet, the CIA findings are reflected in the Cabinet Report and <b>potential impacts are clearly identified and mitigated for</b> (where possible).	✓	A full CIA has been completed and the Executive Summary is included in the Cabinet Report.
The <b>aims, objectives and outcomes</b> of the policy, service or project have been clearly identified.	✓	The aim of the programme is to help deliver the outcomes of the Strategic Plan.
The <b>groups</b> who will be affected by the policy, service or project have been clearly identified.	✓	The groups affected are summarised in the CIA.
The <b>communities</b> that are likely to be more adversely impacted than others have been clearly identified.	✓	The communities affected are summarised in the CIA.
Engagement / consultation has been undertaken, and is representative of the residents most likely to be affected.	✓	Initial engagement has taken place with local Councillors and stakeholders on IT schemes. Further consultations on individual schemes will take place at the detailed design stage.
A range of people with the appropriate knowledge and expertise have contributed to the CIA.	✓	
Appropriate evidence has been provided and used to inform the development and design of the policy, service or project. This includes data, research, engagement/consultation, case studies and local knowledge.	✓	Highway and transport data and consultations have been used to justify the programme.
<b>The CIA evidences how the Council has considered its statutory duties under the Equality Act 2010 and how it has considered the impacts of any change on people with protected characteristics.</b>	✓	The Equality Act 2010 has been taken into account when producing the CIA.
The next steps to deliver the project have been identified.	✓	The programme will be delivered using the County Council’s infrastructure + partnership with Amey and other key stakeholders.

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

	Which groups will be affected?	Benefits	Risks	Mitigations / Recommendations
<b>PSED</b> – What are the impacts on residents with a protected characteristic under the <b>Equality Act 2010</b> ? <i>Highlight any concerns that have emerged as a result of the equality analysis on any of the protected groups and how these will be mitigated. It is important that Elected Members are fully aware of the equality duties so that they can make an informed decision and this can be supported with robust evidence.</i>	There are identified benefits from the proposed programme that can be associated to the population as a whole.	Provision of integrated transport infrastructure will be compliant with Equality Act 2010.	Risks will be assessed at the scheme design and delivery stage  Deterioration in road and footway condition can deter movement by pedestrians, particularly the elderly, adults with young children and the disabled. Reductions in planned maintenance will put more pressure on the need for unplanned maintenance and delays to unplanned maintenance will further deter pedestrians.	N/A
<b>Health and Care</b> – How will the proposal impact on residents' health? How will the proposal impact on demand for or access to social care or health services?	Positive impact on mental wellbeing, healthy lifestyles and reducing road accidents.	Walking and cycling schemes will increase physical activity and local safety schemes will reduce road casualties.	Risks will be assessed at the scheme design and delivery stage	Benefits can be maximised by promoting the use of new walking and cycling facilities, as resources permit. Road Safety Audits will be completed as appropriate.

<p><b>Economy</b> – How will the proposal impact on the economy of Staffordshire or impact on the income of Staffordshire’s residents?</p>	<p>Positive impact on economic growth, income, workplace health and access to jobs</p>	<p>Supports LEP and Local Plan objectives by delivering workforce health benefits through walking and cycling, access to jobs, providing a well maintained road network and helping to tackle traffic congestion.</p>	<p>Risks will be assessed at the scheme design and delivery stage Potential increases in risk of structural failure could have a significant effect on the local economy and community accessibility (e.g. a bridge spanning a river with businesses/communities on both sides of the river).</p>	<p>Benefits can be maximised by promoting the use of new walking and cycling facilities, as resources permit</p>
<p><b>Environment</b> – How will the proposal impact on the physical environment of Staffordshire?</p>	<p>Positive impact on transport, the built and rural environment, air quality and use of recycled materials</p>	<p>The programme aims to improve road safety, reduce community severance, enhance public realm, reduce congestion, improve air quality, increase levels of walking and cycling and increase travel choices and access to job opportunities.</p>	<p>Risks will be assessed at the scheme design and delivery stage</p> <p>As roads deteriorate, vehicle speeds reduce and fuel consumption and the levels of emissions change. As the network deteriorates unplanned reactive work increases which is likely to lead to an increase in emissions from vehicles maintaining the network.</p> <p>Deterioration of the road structure is likely to accelerate with reduced routine and planned maintenance and outfall water quality may reduce if maintenance of any drainage pollution controls is delayed.</p>	<p>Air Quality Action Plans will be reviewed and updated for Air Quality Management Areas, by the appropriate District/Borough Council</p>

**Localities / Communities** – How will the proposal impact on Staffordshire’s communities?

Positive impact on strengthening communities, improving community safety and access to education and leisure

The Divisional Highway Programme is established through community engagement. The programme helps to reduce antisocial vehicle use, improve sustainable access to education and leisure and encourage walking and cycling as a leisure pursuit

Risks will be assessed at the scheme design and delivery stage  
  
Road maintenance management approaches inevitably focus funding where risks and traffic are most significant, therefore it would be expected that remote communities will suffer a bigger disadvantage if maintenance funding is reduced and less used routes are not prioritised.

Benefits can be maximised by promoting the use of new walking and cycling facilities, as resources permit



District	Delivery	Scheme Name and Location	Scheme Description	Scheme Rationale	IT Block (£000)	S106 and Other Funding (£000)	Total Cost 2022/23 (£000)	Have access to more good jobs and share the benefits of economic growth	Be healthier and independent for longer	Live in thriving and sustainable communities	Total
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**Targeted Local Safety Schemes Commenced 2021/22 or earlier**

SBC	Amey	<b>Holdiford Road bridges, Milford</b>	A feasibility study and consultations have been completed to evaluate signing and/or signalisation options for the canal and river bridges on Holdiford Road, which have restricted width and intervisibility. The scheme currently recommended for delivery requires the installation of traffic signals at the bridges.	The scheme is expected to reduce the number of accidents as, through examining the most recent three years of personal injury collision data, six collisions have taken place, of which all but one were head on collisions occurring at this location. The proposed remedial measures would provide a First Year Rate of Return (FYRR) greater than 100%.	100	0	100	1	2	3	6
County wide	Amey	<b>Additional Local Safety Schemes</b>	New accident cluster locations identified following data analysis.	To ensure delivery of future local safety schemes within one financial year, design and associated consultation will be completed during 2022/23 with delivery in 2023/24.	10	0	10	1	2	3	6
NBC	Amey	<b>A53 Whitmore Road / Three Mile Lane junction</b>	The junction consists of a crossroads on the A53 in the village of Whitmore. The scheme proposes to provide a VAS for south-west bound traffic approaching the junction and a Reduce Speed Now message. An advance warning Stop sign on Three Mile Lane and a larger crossroads warning sign for north-east bound traffic is required and road markings are likely to be refreshed and vegetation cut back.	Four collisions have occurred in the three-year period (2017-19) and one in 2020. Four of these five collisions involved vehicles travelling south west on the A53 Whitmore Lane.	30	0	30	1	2	3	6
LDC	Amey	<b>Hilliard's Cross junction with A38</b>	The scheme delivered in 2021/22 included larger two-way traffic signs, emphasised with yellow backing boards. The line markings and arrows showing two-way traffic on the carriageway were also remarked. The remaining works within the boundary of National Highways network are to be completed in 2022/23 under terms of a Section 6 Agreement.	This is a location where six injury accidents have been recorded in the most recent three-year period 1/1/17-31/12/19 +known data. One accident was serious and five were slight. Five of the six accidents involved head on collisions and vehicles were travelling on the wrong side of the road. It is believed that drivers leaving the A38 are mistaking the two-way carriageway for a dual carriageway.	0	15	15	2	2	3	7
<b>Local Safety Scheme commenced Sub Total</b>					<b>140</b>	<b>15</b>	<b>155</b>				

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**2022/23 New Targeted Local Safety Schemes**

LDC	Amey	<b>Eastern Avenue / Grange Lane junction improvement</b>	A preferred option has been designed to improve safety at the junction. It includes the installation of traffic signals, incorporating a right lane filter. Pedestrian links to the existing crossing will be improved and a new crossing facility will be installed on the northern arm of Grange Lane. Cycle provision will also be incorporated into the design.	Previous collisions and a fatality in 2020 have been recorded at this junction and community engagement has identified issues with usability, safety and clarity of 'right of way' for vehicles using the junction.	0	250	250	1	2	3	6
SMDC	Amey	<b>A53 Buxton Road, between Blackshaw Moor and Flash</b>	A feasibility study is required to review personal injury collision information and recommend options for a route treatment for the A53 between Blackshaw Moor and Flash (approx. 8km). This study should then facilitate delivery of a scheme during the 2023/24 financial year.	To reduce the number and severity of personal injury collisions occurring on this section of the A53. During the most recent three years of complete data (2018-2020) as well as any files received since, twelve personal injury collisions have taken place (one of which was fatal and five were serious).	10	0	10	1	2	3	6
ESBC	Amey	<b>B5030 Ashbourne Road, between Uttoxeter and Rocester</b>	A feasibility study is required to review personal injury collision information and recommend options for a route treatment for the B5030 between Uttoxeter and Rocester (approx. 4.5km). This study should then facilitate delivery of a scheme during the 2023/24 financial year.	To reduce the number and severity of personal injury collisions occurring on this section of the B5030. During the most recent three years of complete data (2018-2020) as well as any files received since, ten personal injury collisions have taken place (one of which was fatal and four were serious).	10	0	10	1	2	3	6
ESBC	Amey	<b>Loxley crossroads, Kingstone, Uttoxeter</b>	To improve safety, it is recommended that the two side roads are offset to give better sight of the junction.	Following a fatality in 2018 and earlier fatalities, there are concerns regarding forward visibility with drivers not seeing the 'stop' markings at the junction and going straight across. The proposed solution has been agreed by the parish council and they have offered a £40,000 contribution towards the scheme. The landowner is prepared to freely dedicate the land.	65	40	105	1	2	3	6
<b>2022/23 New Local Safety Scheme Sub Total</b>					<b>85</b>	<b>290</b>	<b>375</b>				

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<b>Community Liaison Schemes Commenced 2021/22 or Earlier</b>											
SBC	Amey	<b>Mill Lane Great Haywood</b>	Provide a safe footway between Great Haywood and the canal basin and farm shops, linking between existing footways, to improve road safety for vulnerable road users. The scheme includes footway provision on one-way signal operation under the rail bridge.	The footways are heavily used however no footway extends for around 100m under the railway bridge and pedestrians are forced to walk into the carriageway. There have been a number of close encounters between pedestrians and motorists. It is supported by the County Councillor and the parish. A petition for the footway was also submitted to the County Council in 2017. The main risk to delivery is associated with completing a third party agreement.	150	8	158	1	3	3	7
ESBC	Amey	<b>Parking scheme, Yoxall Road, Newborough</b>	Provide restrictions in the centre of the village to ease congestion at peak times. Review the existing build-out on Duffield Lane that has received road safety concerns. Provide a 40mph buffer zone and reduction to 50mph towards Mitre Crossroads.	There is limited parking on Yoxall Road, especially at school time where congestion is evident. There is currently a central splitter that adds to confusion as some vehicles enter Yoxall Road on the wrong side of the road. There are concerns that these issues are pushing traffic onto the main B road at a point where pedestrians cross, contributing towards safety issues. The County Councillor and Parish Council have offered funding support. The alternative option of introducing limited time waiting could potentially move traffic onto the main B road.	26	6	32	1	1	3	5
ESBC	Amey	<b>A518 Weston to Uttoxeter speed limit review</b>	Site 1: A518 at Amerton – deliver a reduced speed limit to 50mph with associated signage for Amerton Working Farm as recommended in the January 2021 feasibility report.  Site 2: Deliver a right turn ghost island and slow signs at Castlewood and consider issues on the uphill approach to junction  Investigate options to improve the A51/A518 junction western approach at Weston and potential speeding issues at the A518/B5013 junction.	The Parish Council have raised safety concerns that vehicle speeds are excessive near to the entrance to Amerton Farm. There have also been a number of accidents on the A518 at Grindley. The mobile enforcement team occasionally enforce at these locations.  Traffic on the A51 enters Weston village in excess of the 40mph speed limit. The residents feel isolated and find crossing the A51 at this location difficult due to vehicle speeds.  The scope of this project has increased due to emerging issues identified at the A518/B5013 junction related to community concerns associated with Hazelwall Farm development site.	20	0	20	1	1	3	5

ESBC	Amey	<b>Traffic calming Anslow</b>	Delivery of an experimental TRO to address the HGV issue at the Outwoods Farm development. Design work and feasibility will be completed on further measures to calm traffic and reduce speeds, for delivery when resources are available.	Speed and volume counts indicate an increase in traffic through Anslow village where the road is narrow and a primary school is located. The issue is exacerbated by new developments in the area and a recent road traffic collision adjacent to the school highlights the issue. A survey shows speeds in excess of 30mph. Proposals have been discussed with the Parish Council.	0	60	60	1	2	3	6
ESBC	Amey	<b>Stramshall Traffic Calming</b>	Traffic calming measures in Stramshall, including a gateway build-out at the western end of the village; revision of the extent of speed limits and relocation of a speed indication device (SID) at the eastern end of the village.	Scheme to be delivered to mitigate the impact of traffic generated from the expansion of JCB at Waterloo Farm, Uttoxeter Road, Beamhurst	17	3	20	1	2	3	6
ESBC	Amey	<b>A515 – Minor roads experimental TRO</b>	Further feasibility work to consider advance signage on the Trunk Road network is required to keep HGVs on the A50 and the A38. National Highways approval will be required, and the signs would need to be designed and installed under their approval and permission. Delivery may require lane closures on the A38. To enable works on the trunk road network, a Section 6 agreement will be required, together with necessary traffic management.	Right and left turn orders have been implemented along the A515 between Kings Bromley and Yoxall. Feedback has identified that advance signage on the trunk road network is required to enhance the success of the scheme which aims to reduce HGV numbers to acceptable levels. The current enforcement being undertaken by the Police has identified a number of violations caused by confusion about signage.	5	0	5	3	1	2	6
ESBC	Amey	<b>Alexandra Drive, Yoxall</b>	Feasibility study to consider options to improve the junction of Alexandra Drive and A515 Sudbury Road and recommend a preferred option.	Vehicles ignore the island at the junction of Alexandra Drive and A515 Sudbury Road, driving straight over it and causing a hazard to other road users. One of the issues was HGVs, however as the A515 now has a weight limit, this has reduced the number of HGVs travelling along here. However, as vehicles are still not adhering to the road markings this is still a cause for concern. Raised by Cllr Jessel and Parish Council.	0	5	5	1	1	3	5

TBC	Amey	<b>Parking improvements – Hockley Road, Tamworth</b>	A feasibility report recommends proceeding with the parking restrictions by the vets and parking restrictions / Permit Parking Scheme by Londis. Additional parking will not be taken forward as the cost is disproportionate to the benefits gained. Informal consultations on the proposed scheme have been completed and works will be started in 2022.	Hockley Road connects the Wilnecote area to the B5404 Watling Street and other locally important roads. It is traffic calmed and is part of a bus route and provides access to local shops, businesses and The Wilnecote School.  Whilst most of the houses have off-road parking, there is also terraced housing where residents park on the highway, creating pinch-points. There have been ongoing complaints from the local community over the last 5 years and the previous county councillor for the area, Michael Greatorex, prioritised a feasibility study to look at ways to improve the parking situation and the traffic flow along Hockley Road. Councillor Richard Ford has continued to prioritise this matter.	0	13	13	1	2	3	6
TBC	Amey	<b>Balls Canal Bridge, Hopwas – Weight Restriction signage review</b>	Review and correct the current signage on Balls Canal Bridge and on the approaches from A51 Lichfield Road and B5404 Plantation Lane. The current signing is meant to be structural however the roundel is environmental. There will likely be an issue at the bridge itself though due to available space for a bigger sign & potentially new posts. The proposed changes would clearly advise drivers of the weight restriction.	Vehicles are exceeding the signed 7.5t weight limit. Although enforcement is a police matter, we have a duty to sign correctly, the signing is incorrect and therefore unenforceable. Discussions have taken place with Canal River Trust who have also raised concerns.  The aim will be to discourage HGVs from entering Hints Lane and protect the bridge as damage is being caused to the road surface. The structural issues could cause the bridge to be closed, causing delays for emergency services.	0	7	7	1	1	3	5

**Community Liaison Commenced Sub Total**

218

102

320

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**2022/23 New Community Liaison Schemes**

CCC	Amey	<b>Heath Way Cannock controlled pedestrian crossing</b>	Replace the existing uncontrolled pedestrian crossing and refuge island on Heath Way with a signal-controlled crossing as recommended by a feasibility report completed in 2020. Street lighting may also need to be upgraded.	Residential estate with access to school, nearby supermarket and shops. Access to the New Mill Green Outlet store will more than likely increase traffic and pedestrians on this road. The Feasibility Study was recommended through the local member's DHP.	100	0	100	2	2	3	7
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CCC	Amey	<b>Four Crosses / A5 Cannock Illumination of Traffic Signs</b>	A weight restriction and signage is currently in place covering Four Crosses Lane and Poplar Lane near Cannock. It is recommended that the signs that were installed many years ago should be illuminated.	HCVs are occasionally using Four Crosses Lane and Poplar Lane as a cut-through and there is an LCP request to improve the signage. It is proposed that existing signs are illuminated to improve visibility and this cannot be funded through the member's DHP.	5	0	5	1	1	3	5
ESBC / SBC / TBC		<b>Town centre bollard replacement programme</b>	Review the rising bollards in the town centres of Uttoxeter, Stafford and Tamworth and recommend an alternative solution to the management of the town centre that can be enforced. The scheme is to look at options available, detailed design and implementation.	The rising bollards are an asset in a poor condition and are failing on a regular basis, requiring regular maintenance to keep them operational. The need to provide an alternative solution is supported by the County Councillor, Town and Borough Council.	5	0	5	3	1	3	7
SMDC	Amey	<b>Leek Road junction with A53 Buxton Road realignment and improvement</b>	Revised junction layout to slow vehicle manoeuvres and VAS and general improvements to lining and signing, as proposed in the Feasibility Report completed by Amey	The junction is a concern for the County Councillor and local community. Although the accident record is insufficient for it to be identified as a Local Safety Scheme there have been concerns raised about the junction. The aim is to make changes to the junction that will help to prevent accidents and the need for a future LSS.	28	2	30	2	1	2	5
TBC	Amey	<b>Flood mitigation at Glascote arches, Tamworth</b>	Investigations are required to consider options for improving the footway to mitigate the impact of localised flooding.	Flooding has occurred at this location for many decades as it is a low point in the topography and the nearest place the drainage can outfall into the adjacent River Tame. This is a key walking route between Glascote and Tamworth town centre. Investigations will include technical surveys to understand the drainage infrastructure, third party assets/EA responsibilities and identification of options to improve drainage, which may include lifting the footways.	10	0	10	2	2	3	7
<b>2022/23 New Community Liaison Sub Total</b>					<b>148</b>	<b>2</b>	<b>150</b>				

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<b>2022/23 Countywide Commitments</b>											
County wide	Amey	<b>Divisional Highway Programme</b>	The Divisional Highway Programme is a Local Member Initiative that helps to fund highway and transport schemes prioritised by County Councillors, such as pedestrian safety, safety and congestion issues at local junctions, school traffic, HGV routing, speeding through villages, parking issues and rat-running on inappropriate roads.	County Councillors are allocated £7,000 to give them the opportunity to directly input into delivery programmes. They work closely with Community Infrastructure Liaison Managers and Parish Councils to ensure local concerns and challenges are identified and priorities are established, taking into account financial constraints.	434	0	434	2	2	3	7
County wide	Other	<b>Highways Laboratory</b>	Funding provided to the County Council's Highways Laboratory for testing materials to ensure compliance with standards and specifications and measuring properties such as reflectivity of road markings and the skid resistance of road surfaces.	Ensures that the schemes delivered in both the maintenance and integrated transport block capital programmes achieve the required standard.	60	0	60	3	1	3	7
County wide	Amey	<b>Rights of Way Maintenance and Improvements</b>	Funding is required for a programme of maintenance and improvements including repair/replacement of bridges, surface improvements, wayfinding, stiles and furniture and reactive maintenance. Schemes in 22/23 focus on the County Council's priorities and are based on the route's classification (i.e. A, B or C) and the impact the issue is having on people's ability to use the network.	The County Council has a statutory duty to protect and maintain Staffordshire's 4,510km of Public Rights of Way (PRoWs). The condition of PRoW surfaces and the number and condition of PRoW assets (e.g. stiles, gates, bridges, steps and finger posts) is largely unknown.  Generally issues are reported to us by members of the public using the path network. The impact of COVID-19 has led to a rise in usage and reporting of issues and this has continued even after the lifting of lockdown measures. In 2020/21 £114,000 capital funds were spent on repairing or replacing 20 structures which has led to significant network benefits.  PRoW support tourism activity and connect residential areas to areas of employment, key services and facilities. They also provide opportunities for physical activity and healthier travel choices. It is estimated that 84% of Staffordshire's residences are within 1km of a PRoW.	75	0	75	1	3	3	7

County wide	Amey	<b>Scheme prep costs</b>	Funding required to provide initial investigations into scheme ideas to inform the decision whether they should be included in the programme and in bids for additional funding.	Helps to ensure that the most appropriate schemes are included in the programme in terms of achieving the necessary outcomes. Initial investigations and cost estimates will help to maximise the success of securing additional funding and reduce the risks associated with an under-costed bid.	20	0	20	2	2	2	6
County wide	Amey	<b>Local Safety Scheme: Targeted wet road skidding sites</b>	A route that has a wet road collision problem occurring predominantly at junctions and/or bends and approaches to roundabouts will be targeted via the Wet Roads Programme.	Sites will be assessed for suitability if there have been at least five wet road collisions on a short length of road (i.e. 200 metres) to make remedial action worthwhile within the latest three years of complete personal injury collision data. Sites should not normally exceed 1.5 km in length. Identified sites are sent to Asset Management with a request for investigation with a view to Premium Surface Dressing treatment as a Local Safety Scheme if appropriate.	130	0	130	1	2	3	6
County wide	Amey	<b>Local Safety Schemes: Mass Action Programme</b>	The Mass Action programme is a means to address a number of common type collisions that, while potentially occurring across a wide area, have a common cause, theme or pattern. The works involve the use of known engineering solutions to negate the actual hazards notably via signage and lining improvements.	All schemes proposed will have a minimum of three personal injury collisions within the latest three years of complete personal injury collision data.	35	0	35	1	2	3	6
County wide	Other	<b>Traffic Signal Refurbishment</b>	Countywide programme of traffic signal refurbishment, focusing on the growing number of very poor assets that are in need of urgent refurbishment including halogen bulb replacement.	Although civil costs are reducing due to a fully ducted system, the County Council has declining assets because of the volume of assets. Over the past five years our growth of new assets has been a total of 26 sites of which six are junctions. The number of assets that are becoming very poor and in need of urgent refurbishment is increasing. Maintaining traffic signal assets to the required standards will improve traffic management of the highway network. Poorly maintained traffic signals impacts upon the authorities compliance with the requirements of the Traffic Management Act 2004.	634	0	634	3	1	3	7
County wide	Other	<b>Sustrans project support</b>	Sustrans review and advice on cycling projects within the programme and support the development of future priorities within the LCWIP. Funding for this resource will be met through the Capability Fund allocation from DfT	The objective is to seek advice from a nationally recognised organisation to ensure optimum scheme designs that maximise cycle usage. Engagement with Sustrans will also help to maximise future bidding opportunities.	0	20	20	2	3	2	7

County wide	Other	<b>Traffic monitoring</b>	Replace permanent traffic counters with CA Traffic's new "BlackCAT Compact" counters which have the ability for both telemetry and solar-power built in. Deliver additional permanent counters as required, including the monitoring of the impact of the Staffordshire Western Access Route and Lichfield Southern Bypass. Data is also required to monitor the impact of strategic development locations throughout the County and traffic flow changes resulting from COVID-19.	Traffic count data enables the County Council to monitor traffic growth, create traffic models and measure the outcome of highway improvements and major housing and employment developments. The traffic data will inform the County's Network Hierarchy which is a requirement under the Code of Practice of Well Managed Highway Infrastructure. Telemetry allows the data to be received remotely in the office which will dramatically increase the receipt of the data across all sites. Solar power will avoid the need to change batteries in the units.	0	75	75	3	1	1	5
County wide	Other	<b>Real time bus passenger information project management and infrastructure improvements</b>	The Bus Service Improvement Plan (BSIP) proposes the delivery of consistent bus stop information displays as part of brand rollout. Implement QR codes at all stops to provide real time information without the need for RTI displays. Up-to-date information provision via web portal to be search engine optimised to ensure top web search result.  Deliver information displays in Newcastle-under-Lyme, in line with S106 agreements.	Staffordshire's BSIP will help to deliver the National Bus Strategy for England 'Bus Back Better'. Improved bus information is a priority for funding within the BSIP, published in October 2021. The vision is to ensure that Staffordshire's travelling public remains well connected and always kept up to date with accurate information, via various methods and the use of technology. A funding decision on the BSIP is expected by March 2022. The award is expected to cover the £40,000 that has been funded through IT block in previous years.	0	18	18	2	3	2	7
County wide	Amey	<b>Traffic Regulation Orders (TROs) associated with Development</b>	Deliver Traffic Regulation Orders secured through S106 agreements associated with new developments. Progress is required on schemes in Burton and Newborough.	Where necessary, TRO are required to help mitigate the impact of new development in Staffordshire. TRO contributions received include: Land at Victoria Crescent, Burton upon Trent and Land Corner of Yoxall Road and Dark Lane Newborough.	0	5	5	2	1	3	6
<b>Countywide Schemes Sub Total</b>					1388	118	1506				

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<b>Transport Strategy Schemes Commenced 2021/22 or Earlier</b>											
ESBC	Amey	<b>A444 Corridor Study, Stapenhill, Burton -</b>	Current proposals include a cycle route along the A444 between Saxon Street and Sycamore Road and an advisory cycle route on Rosliston Road and Saxon Street, linking to Ferry Street and Stapenhill Viaduct. Temporary weight restriction on Sycamore Rd and Saxon Street were delivered in 2021/22.	A working group identified improvements along this corridor, including improvements to the National Cycle Network, with long term plans to complete the route to Swadlincote and Drakelow in Derbyshire. Funding from the S&S LEP Getting Building Fund and the Sustrans Paths for Everyone programme has been secured to deliver the cycle route.	0	377	377	3	2	3	8
ESBC	Amey	<b>B5017 Corridor Improvements, Burton</b>	Deliver traffic calming and pedestrian improvements on the B5017 between Wellington Road/Shobnall Road and Postern Road, taking into account local community concerns, safety concerns around Shobnall Primary School and access to the hospital. Funding opportunities will be sought to complete the missing link of the National Cycle Network along Shobnall Road.	Improvements are required in line with community concerns about the traffic impact of major development sites. There are potential delays to delivery timescales due to structural maintenance issues along the B5017.	0	320	320	3	2	3	8
ESBC	Amey	<b>Transport improvements associated with Land South of Branston, Burton</b>	A report has been completed that recommends walking and cycling proposals along the B5018 corridor, between Main Street Branston and Paget High School. Detailed designs and consultations will be progressed on enhancing walking and cycling provision during 2022/23. RTPI infrastructure will also be provided at Branston and within the town centre.	The transport package is required to help mitigate the traffic impact associated with development at Land South of Branston, in line with the East Staffordshire District Integrated Transport Strategy and Local Plan. Negotiations are taking place that may secure a contribution from Network Rail.	0	20	20	2	3	3	8
ESBC	Amey	<b>Uttoxeter Transport Package</b>	Completion of two Traffic Regulation Orders that deliver parking restrictions at Park Street, enabling a local bus service to be reinstated, and at Oldfields Road to improve safety at a sharp bend in the road.	A review of highway issues exacerbated by new developments has identified a package of transport measures. It is proposed that the schemes for Park Street and Oldfields Road are delivered in 2022/23, as the TRO processes have already been progressed and informal consultations have been completed. Further feasibility studies and funding is required to deliver a wider transport package.	10	0	10	2	1	3	6

CCC	Amey	<b>Rugeley Town rail station</b>	An improved link between Platform 2 at Rugeley Town Railway station and Horsefair and the town centre is proposed. This includes upgrading and lighting existing path to a shared use cycleway/footway.	Access between platforms is via a footbridge with no facilities for the less able. The proposed scheme would shorten the route between the two platforms and also the route between the station and Rugeley town centre. Community Infrastructure Levy (CIL) funding for delivery has been secured from the planning authority. Negotiations are taking place with Lea Hall Colliery and Network Rail in terms of land requirement and technical details.	0	162	162	2	3	2	7
TBC	Amey	<b>Corporation Street / Church Street sustainable transport enhancements, Tamworth</b>	The scope of the scheme has been revised to include the re-alignment of existing footway between Corporation Street and Gungate through St Editha's churchyard. Improved street lighting will replace the current substandard system.	Re-alignment of the existing footway between Corporation Street to the west and Gungate to the east will provide improved accessibility and a better understanding of existing routes for users accessing facilities in the town centre and the bus services that pick up and drop off on Corporation Street. Detailed design has progressed during 2021/22, including environmental assessments and land dedication.	0	232	232	2	3	2	7
TBC	Amey	<b>Comberford Rd / Gillway Ln / Coton Ln junction improvement, Tamworth</b>	Detailed feasibility and design is required to identify a preferred improvement that will increase capacity at the junction to accommodate housing growth. Delivery will be in a future year using S106 funds.	The improvement is required to accommodate residential development totalling 870 dwellings at Anker Valley, land off Browns Lane and Coton Lane, and 1000 dwellings at Arkall Farm.	0	5	5	3	1	2	6
LDC	Amey	<b>Cappers Lane / Trent Valley Road / Eastern Ave junction improvement, Lichfield</b>	Feasibility and detailed design is required to identify a preferred improvement that will increase highway capacity and improve walking and cycling provision at the junction to accommodate proposed housing growth. Delivery will be in a future year, with the majority of funding for delivery from secured S106 .	The improvement is required to accommodate residential development at Streethay and Watery Lane totalling 1,700 dwellings, together with other nearby developments.	0	10	10	3	1	2	6
LDC	Amey	<b>Lichfield directional signage</b>	Following the opening of the Lichfield Southern Bypass, new road signing has been delivered that has changed the road hierarchy within the City. Complementary 7.5 tonne environmental weight restriction will be installed in 2022 and HGVs will be discouraged from using Shortbutts Lane. Advanced signing on the trunk road network, A38 and A5 will also be reviewed and agreed with National Highways.	The scheme will help to reduce traffic in the City centre and encourage use of the most appropriate routes for all traffic, especially HGVs. The signing will help to ensure effective use of the new bypass and support the development and regeneration of the City centre.	0	53	53	3	1	1	5

LDC	Amey	<b>Alrewas to NMA cycle route</b>	Improve the cycle link between National Cycle Network route 54 and the National Memorial Arboretum (NMA) by providing enhanced facilities at the A38 / A513 junction, to tie into future proposals to complete the route to the NMA.	Access to the Trent Valley and key attractors in the area such as the NMA via sustainable modes is limited by available infrastructure. The link between NCN54 and the A38 has been delivered with a contribution from Highways England. It is expected that 50% of the spend will be re-imbursed from the Heritage Lottery Fund managed by the Transforming the Trent Valley Project.	75	75	150	1	2	3	6
SBC	Amey	<b>Swynnerton village enhancements</b>	Delivery of measures that aim to improve connectivity within Swynnerton village and locally, along with potential gateways and speed reduction measures.	Funding is available to improve sustainable transport connectivity to local services and facilities and for measures that reduce vehicle speeds through the village.	14	10	24	1	2	3	6
CCC	Amey	<b>Five Ways roundabout, Cannock</b>	A design solution is required to address existing deficiencies for implementation in the short term and to ensure acceptability of significant development proposals in the emerging Local Plan.	This junction experiences peak hour congestion and severance, and an AQMA has been declared on the A5190 approach. Significant residential development is proposed in the emerging Local Plan at A5190 Cannock Road and Wimblebury Road and there is a potential housing allocation in Norton Canes which will also impact on the junction.  A deliverable solution is required to make these proposed developments acceptable in transport terms. Two options are being investigated, including a larger roundabout which will require property acquisition or an access road linking the A5190 to the east of Five Ways with Brickworks Road (through and providing access to one of the development sites).  Amey are required to provide further design iterations to inform capacity testing. Any solution is required to provide connectivity for active modes. Crossing facilities are currently planned in four locations.	0	35	35	3	2	2	7
SBC	Amey	<b>A34 Stafford Road / Eccleshall Road junction, Stone</b>	Investigation and design of improvement options to provide additional vehicular capacity and walking and cycling provision on the Eccleshall Road approach to Walton Island.	This intervention was identified via the Transport Assessment in relation to development at Walton Hill, West of Longhope Drive, Stone. The junction is likely to experience traffic capacity issues in accordance with the impacts of proposed local developments.	0	10	10	3	1	2	6

SBC	Amey	<b>Street lighting and sustainable transport on Castle St and Railway St, Stafford</b>	Improvements to the walking and cycling network between Castlefields and Stafford rail station, including enhanced lighting of the rail bridge on Castle Street; contra-flow cycle routes connecting to the National Cycle Network, with complementary 20mph zone; a cycle link between Railway Street and the station forecourt and enhancements to the off-road connection between Martin Drive and Castle Street.	The highway over the railway bridge on Castle Street does not benefit from road lighting. The pedestrian footpath is very narrow in places, is barriered in and on a bend. It is also a requirement of the Castlefields development to contribute to an enhanced walking and cycling route to the rail station. The scheme needs to complement potential schemes being delivered as part of Stafford Borough Council's Future High Street Fund.	0	50	50	1	3	3	7
LDC	Amey	<b>Blake Street crossing, Little Aston</b>	Footway extension and pedestrian crossing provision on Blake Street in order to safely access Blake Street rail station.	Local communities in Shenstone have raised concerns about the safety of pedestrians accessing the rail station. Traffic and speed surveys need to identify whether a puffin crossing is required. The local communities will be significantly impacted by HS2.	0	80	80	3	2	2	7
LDC	Amey	<b>Eastern Avenue pedestrian and cycle provision between A51 junction and Dimbles Lane, Lichfield A14</b>	Review of pedestrian provision at the A51 junction and cycle and footway provision connecting to Dimbles Lane. Shared/segregated cycle use needs to be provided along the northern side of the road serving The Friary School and Leisure Centre, with cycling provision at all crossings to connect to residential areas to the south of Eastern Avenue. The A51 junction needs to be reviewed in terms of HGV movements. There are significant drainage issues on footways in the vicinity of the narrow footways adjacent to the school entrance.	Safety concerns have been identified by the Road Safety Foundation at the junction with the A51 and the Local Cycling and Walking Infrastructure Plan (LCWIP) has identified this as a key priority route for cyclists. Footway issues at the school and HGV turning issues have been raised by local communities. The scheme needs to complement the Local Safety Scheme that is being delivered in 2022/23 at the Eastern Avenue / Grange Lane junction	0	10	10	2	3	3	8
LDC	Amey	<b>Trent and Mersey Canal Towpath improvement Fradley to Kings Bromley Marina</b>	Design and feasibility has been completed for a canal upgrade between Fradley Junction and A515 Kings Bromley Marina, for delivery in 2022.	The canal at this location will be 'sandwiched' between Phase 1 and Phase 2a of HS2, with many of the local roads to be used as construction routes by HS2. Improving the towpath to Kings Bromley marina would complement the improvements recently made at Fradley junction which is a popular leisure destination.	0	600	600	1	3	3	7

LDC	Amey	<b>Abnalls Lane (A51 Lichfield to Burntwood)</b>	Closure of Abnalls Lane from A51 to St Matthews Road Burntwood providing a safe walking and cycle route parallel to A5190. Pedestrian / cycle crossing provision may be required on A51 to serve Abnalls Lane. Public consultation has been completed on scheme options. The preferred option has been amended to take account of the consultation and delivery will take place in 2022.	The proposal has been identified through community engagement and is supported by the LCWIP and is part of the National Cycle Network.	0	50	50	1	3	3	7
ESBC / CCC / NBC / SBC	Amey	<b>Active Travel Fund (Tranche 2) Burton, Cannock, Newcastle and Stafford</b>	Four active travel schemes will be delivered including, Chell Road Stafford, Lichfield Road and Hednesford Road Cannock, George Street Newcastle-under-Lyme and Station Street Burton upon Trent. Designs and consultations have been completed and works to be delivered will include new segregated cycle lanes, wider and more even pavements, crossing facilities, 20mph zones, narrowing of wide carriageways, priority for cyclists at junctions and enhanced signage.	An £1.83 million award has been received from the Government's Active Travel Fund (Tranche 2) and a £0.97 million Paths for Everyone award will help to deliver the County Council's Local Cycling and Walking Infrastructure Plan (LCWIP). The improvements aim to provide an attractive alternative to the travelling public for shorter journeys, supporting the Government's drive to increase physical activity. Public opinion has been tested thoroughly which has informed scheme designs. An ATF (Tranche 3) announcement is expected in February 2022.	64	2132	2196	2	3	3	8
<b>Transport Strategy Schemes Commenced Sub Total</b>					163	4231	4394				

District	Delivery	Scheme Name and Location	Scheme Description	Scheme Rationale	IT Block (£000)	S106 and Other Funding (£000)	Total Cost 2022/23 (£000)	Have access to more good jobs and share the benefits of economic growth	Be healthier and independent for longer	Live in thriving and sustainable communities	Total
<b>2022/23 New Transport Strategy Schemes</b>											
SBC	Other	<b>A34 corridor study, Stafford</b>	A review of the operation of signals and junctions along the A34 Lichfield Road in Stafford is required in 2022/23 to help reduce existing traffic delays and accommodate housing and employment growth within Stafford, as identified in the adopted Local Plan. An EAST appraisal and scheme justification along the corridor would need to consider highway resilience and sustainable transport, supported by appropriate traffic modelling.	<p>A key objective for Stafford in the adopted Stafford Borough Local Plan 2011 – 2031 is the provision of 5,233 new homes across a range of sites and 56% of the employment growth required within the Borough, supported by appropriate infrastructure as identified in the Stafford Borough Integrated Transport Strategy. However no progress has been made on developing a potential package of measures for the A34 corridor which directly connects to growth in the town and provides an important connection to the east of Stafford.</p> <p>The A34 through Stafford has also been identified by the Department for Transport as Major Road Network (MRN). The MRN forms a middle tier of the country's busiest and most economically important local authority 'A' roads. The MRN five central objectives are:</p> <ul style="list-style-type: none"> <li>•Reduce congestion</li> <li>•Support economic growth and rebalancing</li> <li>•Support housing delivery</li> <li>•Support all road users</li> <li>•Support the Strategic Road Network</li> </ul> <p>Public funding support is required to identify a package of measures in readiness for future bidding opportunities to DfT's new funding stream dedicated to improving the MRN.</p>	5	0	5	3	2	3	8

SBC	Other	<b>Gaol Square Gyratory Traffic Signal Renewal, Stafford</b>	To update and replace the existing traffic signal furniture to support the opening of the Stafford Western Access Route and enable the delivery of upgraded crossing facilities being delivered as part of the Chell Road active travel scheme.	The upgrade of these signals is essential for the Stafford Active Travel Fund scheme on Chell Road to proceed. The Gyratory is old and consists of four junctions including pedestrian crossings. The life cycle of a traffic signal asset is approx. 15-20 years, the last upgrade was 21 years ago. The three separate pedestrian crossing controllers are now obsolete and difficult to maintain.  The works will upgrade a critical part of the highway network and will include an upgrade from fixed time to SCOOT, complementing the delivery of the Stafford Access Western Route. The improvements also aim to support Stafford Borough Council's Future High Street Fund proposals.	120	0	120	3	2	2	7
SMDC	Amey	<b>St Edward Street, Leek, pedestrian and cycle enhancements</b>	In response to a Feasibility Report completed in 2020, further traffic appraisals and scheme designs are required in 2022/23, including consideration of the impact of scheme options on the four key junction within Leek town centre. Scheme options can then be taken forward for stakeholder engagement to identify the preferred package of sustainable transport measures.	St Edward Street is a key town centre corridor with significant pedestrian flows and retail units. It also experiences significant traffic flows including HGVs. It is constrained at the northern end by a narrowed carriageway which causes vehicular and pedestrian conflict.  The 2020 Feasibility Report develops proposals that were identified in SMDC Leek Town Centre Masterplan in 2013. Delivery of the proposals are part of a wider package of transport measures required to support the delivery of employment growth and 1,015 new dwellings in the town.  Public funding support is required to identify and consult on the preferred package of measures that will support the growth and economic regeneration of Leek, in line with the adopted Local Plan, in readiness for future bidding opportunities and potential S106 developer contributions.	5	0	5	2	3	3	8
TBC	Amey	<b>Amington School Street Project, Tamworth</b>	The scheme is in Amington and runs between the existing cycle network that connects directly to the High School, along Florendine Street where the local primary school is situated, across the busy Tamworth Road, and over the canal to the towpath and the wider residential areas beyond the canal.	An Active Travel Fund (Tranche 3) award was announced in February 2022 for £343,000 to deliver improvements for walking and cycling in Tamworth, in line with Staffordshire's Local Cycling and Walking Infrastructure Plan. Engagement and consultation will progress in April 2022 on proposals to deliver a School Street, wider footways and traffic management measures.	0	343	343	2	3	3	8
<b>2022/23 New Strategy Schemes Sub Total</b>					130	343	473				
<b>IT block scheme carry over and fees</b>					433		433				
<b>Integrated Transport 2021/22 Programme Total</b>					2705	5101	7806				
<b>Target IT block</b>					2449						

## Cabinet Meeting on Wednesday 16 March 2022

### Economic Strategy



**Cllr Philip White, Deputy Leader and Cabinet Member for Economy and Skills said,**

“The impacts of the COVID-19 public health crisis continue to be felt on the local, national and global economies. However, the support measures delivered throughout the pandemic by the County Council, Government, and our partners, alongside the hugely successful vaccine rollout, have resulted in us being in a far better position now than even the most optimistic of commentators thought we would be at the start of the pandemic.

Despite the impacts of the pandemic, we remain ambitious for Staffordshire’s recovery and growth. Our aim remains that Staffordshire will still be on the national and international business map for the benefit of local people and our businesses. We will still be one of the best performing counties in the country with our businesses highly productive and our residents earning good money through more and better jobs. That has not changed.

The role of the County Council is central to supporting everyone during these changing times, and indeed the recovery and growth of our economy is already underway. As well as continuing to invest in the conditions all businesses need to thrive, we now can set out those priorities that we will focus on in the coming months and years, delivering on those issues that matter most to the people of Staffordshire.

Our ambitious Economic Strategy is our roadmap to supporting a vibrant, productive local economy where our existing business are helped to grow, new businesses are established and thrive, our residents have the skills needed to access the jobs of the future and supporting the creation of places across all parts of the County that we can be proud of.”

#### **Report Summary:**

Our Economic Strategy outlines the County Council’s vision, ambitions, and priorities for the Staffordshire economy over the coming years, aligned to our recently agreed Strategic Plan. Our work to support the growth of the Staffordshire economy over the last decade has ensured that we have

remained resilient, whilst the successful delivery of our Economic Recovery, Renewal and Transformation Strategy through the pandemic means we are now able to accelerate our plans.

We will of course strive to take full advantage of the many opportunities to support the development of the local economy, but we also recognise that there are challenges to address. Of main concern are our five primary ambitions to reimagine and regenerate our town centres, support start-up and scale-up businesses, enable a higher skilled and higher paid workforce, develop investment ready projects and strategic corridors. This is not to say that other challenges do not exist, but these are the main issues we want to tackle as being of most benefit to the future of the local economy and to ensure we are delivering upon those issues our residents want to see addressed.

The timescales for the Strategy are up to 2030 to align with Government's missions for Levelling Up the UK, as set out in the recently released Levelling Up White Paper (LUWP). Whilst the LUWP has provided clarity on some key issues and new policy announcements, further detail will be forthcoming, and we will therefore keep the Strategy under review to consider any issues and opportunities that arise as and when necessary.

Our proposal is to undertake a 4-week public consultation to provide the opportunity for partners, local stakeholders, residents, and businesses to help shape the Strategy. A final designed version will be published following any necessary changes being made and agreed with the Deputy Leader and Cabinet Member for Economy & Skills and Director for Economy, Infrastructure & Skills. A summary version will also be produced, highlighting key aspects of the Strategy to sit alongside our Investment Prospectus.

## **Recommendations**

I recommend that:

- a. Cabinet approves the Consultation Draft of the Economic Strategy.
- b. Cabinet agrees to conduct a 4-week public consultation, seeking views from stakeholders, businesses, and residents on the draft Economic Strategy.
- c. The Deputy Leader and Cabinet Member for Economy & Skills take the draft Economic Strategy to the next available Prosperous Overview & Scrutiny Committee for consideration and input.

- d. The Deputy Leader and Cabinet Member for Economy & Skills and Director for Economy, Infrastructure & Skills be authorised to agree changes and finalise the Economic Strategy based on feedback received from the public consultation, Prosperous Overview & Scrutiny Committee and in response to Government policy announcements including the Levelling Up White Paper.
- e. Working with those Cabinet members with associated responsibilities, the Director for Economy, Infrastructure & Skills be authorised to progress the development of supporting delivery plans, working with our partners as appropriate.

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

## **Cabinet – Wednesday 16 March 2022**

### **Economic Strategy**

#### **Recommendations of the Deputy Leader and Cabinet Member for Economy and Skills**

I recommend that:

- a. Cabinet approves the Consultation Draft of the Economic Strategy.
- b. Cabinet agrees to conduct a 4-week public consultation, seeking views from stakeholders, businesses, and residents on the draft Economic Strategy.
- c. The Deputy Leader and Cabinet Member for Economy & Skills take the draft Economic Strategy to the next available Prosperous Overview & Scrutiny Committee for consideration and input.
- d. The Deputy Leader and Cabinet Member for Economy & Skills and Director for Economy, Infrastructure & Skills be authorised to agree changes and finalise the Economic Strategy based on feedback received from the public consultation, Prosperous Overview & Scrutiny Committee and in response to Government policy announcements including the Levelling Up White Paper.
- e. Working with those Cabinet members with associated responsibilities, the Director for Economy, Infrastructure & Skills be authorised to progress the development of supporting delivery plans, working with our partners as appropriate.

#### **Report of the Director for Economy, Infrastructure and Skills**

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

##### **Background**

1. Our Economic Recovery, Renewal & Transformation Strategy was developed and agreed by Cabinet early in the COVID-19 crisis (June 2020), setting out our immediate response to support Staffordshire's businesses whilst also taking advantage of opportunities presented by the pandemic to support our plans for the renewal and long-term transformation of the local economy. The ultimate impacts of the

pandemic were always and remain somewhat uncertain, although what is clear is that the delivery of local and national support measures, alongside the vaccine rollout, have been hugely successful in averting the severe economic downturn that had been predicted by many. We are now currently in a very different position to what many economic commentators thought we might be.

2. The much changed and more positive economic outlook means it is now a pertinent time to develop our new Economic Strategy, aligned to the relevant priorities agreed through the refresh of our Strategic Plan and cognisant of emerging national policy. The Strategy outlines how we will continue to support the Staffordshire economy to recover from the crisis and address some of the key challenges that we face that will provide the maximum benefit to the local economy and our residents.
3. It is essential the County Council has its own Strategy to complement and respond to national policy. We are uniquely placed to support a whole-system approach to continuing recovery and growth of our economy, due to our responsibilities for transport, infrastructure, environment, education, skills, and health.
4. The development of this Strategy will not only ensure our interventions are targeted on the right priorities, but it will also allow us to influence/shape the approach taken by the Midlands Engine, Government, and numerous other relevant bodies. It will aid with securing funding and powers to deliver our overall ambitions, including through the various Government policy agendas.
5. By outlining the County Council's priorities for the economy in the coming years, the Strategy will also guide any future work and discussions with our partners and Government on opportunities for further devolution to the local area. Any County Deal agreed with Government has the potential to provide further powers and resources that will allow us to deliver our economic priorities more quickly and effectively and is being considered through the Staffordshire Leaders Board.

## **Approach**

6. The primary focus of our Economic Strategy are the overarching priorities agreed through the development of our Strategic Plan, namely town centres, start-ups & step-ups, higher skilled & higher paid workforce, the development of investment ready projects and strategic corridors. There are several other priorities and themes that are identified as important in supporting the future growth of the Staffordshire economy including innovation, supporting businesses on their journey to net zero,

maximising the use of our investment, unlocking external funding and supporting our Rural Economy to thrive.

7. We will of course strive to take full advantage of the many opportunities to support the development of the local economy, but these priorities represent those key challenges to face. This is not to say that other challenges do not exist, but these are the main issues we want to tackle as being of most benefit to the future of the local economy and to ensure we are delivering upon those issues our residents most want to see addressed.
8. A significant amount of evidence continues to be compiled on the local economic picture, primarily through the County Council's Economic Bulletin. Along with additional evidence produced by economic 'think-tanks' and alike, this locally produced evidence has underpinned the development of the Strategy and will continue to form the basis of our supporting plans and strategies in the future.
9. We recognise that the County Council does not operate in isolation and there are numerous stakeholders with a vital role in supporting the growth of the Staffordshire economy, most notably our District and Borough Councils. We will therefore ensure that we are continuing to engage proactively with our Districts and Boroughs, businesses, residents, and partner organisations to provide an opportunity to help shape the final Strategy.

## **Delivery**

10. Achieving our vision and ambitions set out within the Economic Strategy will require the delivery of appropriate projects and programmes, set out within existing and future supporting delivery plans. Many of these projects and programmes will require us to continue the strong joint working with local stakeholders and enhanced two-tier working that has proven so successful in recent years, including the delivery of the i54 South Staffordshire Enterprise Zone and recent completion of the Stafford Western Access Route to name just two examples of many. We recognise that the priorities we have set will require large scale investment, however the County Council alone does not have the level of resources that will be needed to deliver our ambitions in full. We will therefore continue to work with our partners, including Government, to unlock external funding for delivery in Staffordshire.
11. As detailed within the Strategy, the County Council will therefore 'Lead' on direct delivery, 'Collaborate' on delivery with partners and stakeholders, and 'Advocate' for the delivery of projects and programmes by other organisations that meet our own ambitions as appropriate.

12. In January 2022, Cabinet agreed to the continued investment of £1m per annum in each of the next five years to expedite the delivery of our economic priorities. This funding is in addition to further resources in the current year to support local businesses during the pandemic and will be focused upon the delivery of the priorities set out within our Economic Strategy. We are therefore committing substantial resources to achieving our vision and ambitions for the local economy over the coming years.
13. The County Council does of course have several strategic priorities given our broad range of responsibilities, in addition to supporting the local economy. Any further investment by the County Council will therefore need to be considered against all our priorities as set out within our Strategic Plan. We will of course also need to ensure that the use of County Council resources achieves the maximum possible benefits in the delivery of the Strategy, including leveraging funding from other organisations and the private sector.
14. We will continue to manage and monitor our progress in the delivery of the Strategy through our existing governance arrangements, including regular Cabinet updates and quarterly reporting to and consideration by the Prosperous Overview & Scrutiny Committee.

### **Legal Implications**

15. At this stage in the development of the Strategy there are no specific legal implications to consider.

### **Resource and Value for Money Implications**

16. There are no financial implications identified within the Strategy. Resource will be needed to deliver the Strategy, and this will therefore be considered as a part of the development of the associated delivery plan(s).

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

Appendix 1 – Consultation Draft of the Economic Strategy

### **Contact Details**

**Assistant Director:** Anthony Hodge, Assistant Director for Business & Enterprise

**Report Author:** Matthew Shufflebotham

**Job Title:**

Senior Economic Development Officer

**Telephone No.:**

01785 277355

**E-Mail Address:**

[matthew.shufflebotham@staffordshire.gov.uk](mailto:matthew.shufflebotham@staffordshire.gov.uk)

**CONSULTATION DRAFT**

Final design to be completed prior to publication

**Staffordshire County Council**

**Economic Strategy**

2022-2030



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## **Foreword**

We are ambitious for the economy of Staffordshire, our businesses, and people. The impacts of the COVID-19 public health crisis will continue to be felt on the local, national, and global economies for some time and cannot be ignored. However, the support measures delivered throughout the pandemic by the County Council, Government, and our partners, alongside the hugely successful vaccine rollout, have resulted in us being in a far better position now than even the most optimistic of commentators thought we would be at the start of the pandemic.

Our work to support the growth of the Staffordshire economy over the last decade has ensured that we have remained resilient, whilst the successful delivery of our Economic Recovery, Renewal and Transformation Strategy through the pandemic means we are now able to accelerate our plans. We will of course strive to take full advantage of the many opportunities to support the development of the local economy, but we also recognise that there are challenges to address.

The role of the County Council is central to supporting everyone during these changing times, and indeed the recovery and growth of our economy is already underway. As well as continuing to invest in the conditions all businesses need to thrive, we can now set out those priorities that we will now face head on as being of most benefit to the future of the local economy in the coming months and years, delivering on those issues that matter most to the people of Staffordshire.

Our ambitious Economic Strategy is our roadmap to supporting a vibrant, productive local economy where our existing business are helped to grow, new businesses are established and thrive, our residents have the skills needed to access the jobs of the future and supporting the creation of places across all parts of the county that we can be proud of.

**Philip White**

**Deputy Leader and Cabinet Member for Economy & Skills**

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## 1. Vision and Ambitions

Our Strategic Plan outlines those outcomes that the County Council most wants to achieve, including that, *"Everyone in Staffordshire will have access to more good jobs and share the benefits of economic growth."* To realise this ambition, we will:

- Work with our partners to regenerate our town centres.
- Support people to start and grow their business.
- Develop those investment-ready projects that will be vital to the future of the county.
- Enable people to benefit from better paid, local jobs.
- Develop our A50 / A500 and A38 strategic corridors to enable businesses in Staffordshire to innovate and grow, as part of the wider West Midlands Region.

Our Economic Strategy sets out further those priorities that we will focus on in the coming months and years to deliver the ambitions set out within our Strategic Plan. The pandemic has shown that it is impossible to foresee everything that may happen in the future, and we therefore need to ensure that we remain agile and able to respond to challenges and opportunities as they arise.

Government has set out twelve missions to level up the UK by 2030 and our Economic Strategy therefore sets out our vision and ambitions for the Staffordshire economy over this period:

***By 2030, the people of Staffordshire will be able to benefit from more and better paid jobs with the county being one of the primary locations for sustainable growth and investment in the UK, creating places that we can all be proud of, driven by innovation, new technologies and supporting the move towards carbon neutrality.***

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## **Ambitions**

By 2030, we will:

1. Tackle the challenges faced by many of our town centres and strive to create places that we can be proud of.
2. Create the conditions to allow more people to start and grow their business within Staffordshire, thereby addressing our relatively low levels of business start-ups across large parts of the county.
3. Address the low levels of skills across some parts of the county and support more of our residents to gain the high-level skills needed to take advantage of many better paid job opportunities.
4. Play our part in supporting the substantial planned growth within the county through the development of investment ready projects and securing funding for our infrastructure and services.
5. Ensure we do not miss the substantial opportunities afforded by our location in the centre of the country by developing our key strategic A50 / A500 and A38 corridors, including securing increased investment in innovation activities.
6. Put climate change at the heart of all that we do, including supporting businesses on their journey to Net Zero.

We recognise that Staffordshire County Council will not be able to achieve these ambitions by working in isolation, and we will need to continue working with all our partners if we are to be successful. We have a strong track record of such partnership working, including the delivery of numerous hugely successful economic growth and infrastructure schemes with our District and Borough Councils and by securing substantial levels of investment into the county.

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## 2. The current picture

### **Our economy, strengths, challenges, and opportunities**

The unprecedented nature of the COVID-19 public health crisis and the resulting effects felt around the globe have left an indelible mark on the economy. However, interventions made both locally and nationally to help support and minimise the economic impact of the pandemic, alongside the vaccine rollout, were hugely successful in averting the severe economic downturn that had been predicted by many. This left us in a very different, much more positive position to the one many economic commentators thought we might be in at the start of the crisis.

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#### **Our businesses**

The recovery of the UK economy has been strong although the pandemic, together with a range of other issues, has left us with challenges that will need to be addressed. Issues such as the shift in peoples shopping habits towards spending more online and a renewed focus on the health and care sector has led to large increases in the number of jobs in some sectors, although workers wanting to take these jobs are proving hard to find for many businesses. Whilst this is an opportunity for some businesses and sectors to thrive, there will also unfortunately be businesses that are unable to adapt and survive due to changes to the economy. The immediate priority will therefore remain supporting both our businesses and residents through the recovery of the local economy.

In the longer-term Staffordshire continues to have significant strengths and opportunities to prosper. The county boasts a diverse economy with significant strengths in automotive (Jaguar Land Rover, Gestamp), aerospace (Moog), energy (General Electric, ABB), medical technologies, (Cobra Biologics, Biocomposites), construction (JCB, KMF), logistics (Amazon, DHL), digital (Risual) and agri-tech to name a few. Our economy is a microcosm of the UK with dominance in service sectors, but our thriving and growing high-value manufacturing base puts us in an enviable position. Supporting such industries and their supply chains will play an important part in rebalancing our economy, and over the last decade we have moved away from a dominance in lower value manufacturing and construction industries to a more balanced economy. This has ensured that the local economy has remained significantly more resilient through the pandemic than was the case during the financial crisis.

Whilst the county is home to many world-renowned brands, most of our businesses are small and medium enterprises. Supporting growth of our existing businesses and enabling people to start and grow their own business in the county will be vital to achieving our ambition for a vibrant, dynamic Staffordshire economy. Whilst our survival rates for newly formed businesses are high, large parts of the county have lower rates of business start-ups compared to similar areas and is an issue to be addressed.

From a relatively low base, innovation within Staffordshire is also on the rise, both within businesses and through our universities. Ongoing and recent innovation projects within the county include the Smart Energy Network Demonstrator, the HyDeploy project to trial injecting hydrogen into the gas network, the Association of Directors of Environment, Economy, Planning and Transport's (ADEPT) supported SMART transport 'live-lab' project at Keele University, as well as the planned Institute of Technology in Stafford that will focus on those high-level manufacturing and engineering skills needed by many local businesses. Staffordshire is home to numerous businesses that have been awarded the Queen's Award for innovation and continuing to support and nurture innovation activity within the county will be vital to achieving our ambitions for a clean, high-technology future economy.

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## Our people

No longer just the place for traditional skills, the county's residents are increasingly gaining higher levels of skills and qualifications, whilst there is a workforce of over 3 million people all within an hour of Staffordshire. As a county we continue to respond to business need for more advanced skills including manufacturing, engineering, and digital skills, and our three main universities will allow us to further develop those higher-level skills needed across many of our current and future industries. We have several high performing colleges across all parts of the county, providing us with a well-established and high-performing skills system.

However, there remain challenges with skills within the county that we need to address. Some areas continue to lag in the skills levels of residents, particularly within Cannock Chase, Tamworth, and parts of Newcastle-under-Lyme. These areas have had relatively low levels of skills amongst residents for many years and addressing this situation will have significant advantages in enabling our residents to take advantage of better paid job opportunities. We will need to ensure our residents are aspirational for their future, whilst also supporting people working in lower paid jobs to transition into higher paid employment and supporting affected businesses to be more productive and innovative through

new technologies and digitisation. We recognise that not all our residents will want a highly skilled job, but everyone should at least have the opportunity to get a good job that provides a high level of satisfaction and/or value to society, even if it remains lower paid.

Existing programmes and potential flexibilities provide the opportunity to address skills issues to some degree, but there is an opportunity to be more transformative and start to deliver programmes that address longer-term skills issues such as digital, leadership and management, business improvement, lean, agile and automation programmes. Many of these types of skills are vital for business growth and enabling people to successfully start and grow a business.

The shift to greater levels of remote working continues to change the dynamic of the labour market, with far larger numbers of people not needing to work as close as previously to their work location. We are already seeing this in effect with large numbers of people over the last couple of years choosing to move out of the major cities, especially London. Many industries, and particularly those that are office based, are now able to recruit from far further afield than previously was the case, presenting opportunities for businesses to draw from a far greater pool of talent, whilst having less restrictions on location is likely to mean more people will want to live in areas such as Staffordshire that offer unparalleled standards of living and amenities.

More widely than office-based sectors, many other industries affected by the crisis, both positively and negatively, will continue to change and evolve in the coming months and years. The logistics sector continues to prosper, and we have a thriving care market which has never been so revered as a career as it is now. Addressing skills gaps and hard-to-fill vacancies in growing industries will be important and is a challenge for everyone, including skills providers and the businesses themselves.

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## Our places

Our location at the heart of the country remains one of our key assets and makes Staffordshire a hugely attractive place to live, work and invest. This has made Staffordshire particularly attractive to the logistics industry which continues to grow, including through the development of the rail connected West Midlands Interchange site over the next decade, and presents significant opportunities for the future as the sector moves towards greater use of technology and cleaner ways to move goods around the country and beyond.

Our Strategic Infrastructure Plan outlines the level of growth planned within the county over the next 20 years, amounting to over 80,000 houses and significant levels of employment land. Our success in creating the conditions to support growth has led to many large-scale investments made by companies indigenous to the county and from beyond. The continued development of employment sites will undoubtedly be important in continuing to support growth within the county. Delivery of the level of growth expected will require substantial investment in all our infrastructure, whilst we will always need to consider how this growth can be delivered sustainably and in support of climate change targets.

Staffordshire will be surrounded by new full-HS2 stations and benefit from classic-compatible HS2 services at Stafford. Ensuring the best connectivity possible to these stations throughout the county will provide significant future opportunities for growth whilst further investment in the country's rail network will provide better journey options and allow greater numbers of people to travel sustainably.

Digital connectivity has become increasingly important in recent years, with ever increasing levels of business activity, service delivery and consumer spending now taking place online. This was particularly evident through the pandemic with huge increases in office-based employees working remotely, which will persist to at least some extent. This presents an opportunity for Staffordshire to speed up its plans for high-quality digital infrastructure across the county through the delivery of gigabit capable broadband and supporting technologies, including 5G.

The county town of Stafford and larger towns throughout the county including Burton upon Trent, Uttoxeter, Cannock, Rugeley, Lichfield, Tamworth, Newcastle-under-Lyme, Biddulph, Leek and Cheadle remain the primary hubs of economic activity and where most of our residents live and work. The changing nature of retail has presented challenges for almost all town centres, at least somewhat compounded by the pandemic, with work to reshape and repurpose town centres being an increasingly important issue.

Whilst our urban centres are the primary residential and business locations, much of the county is rural and there has been significant development of our rural economy in recent years. Our natural assets such as the Cannock Chase Area of Outstanding Natural Beauty and Peak District National Park, alongside numerous attractions including Alton Towers and Drayton Manor theme parks, has supported sustained growth of our tourism sector. Farming also remains a vital part of the Staffordshire landscape and supports many local industries, not least the food and drink sector and our burgeoning restaurant scene with the

county now proudly boasting its first Michelin star, recently awarded to Upstairs by Tom Shepherd in Lichfield. The brewing industry in Burton upon Trent is one of most historic and notable local assets.

We know that Staffordshire is a great place to live, work and invest but we recognise that we need to shout about all the benefits of the county. Through our We Are Staffordshire and supporting ambassadors programme, we are ensuring that the County Council and our partners are promoting the county with one voice, thereby communicating those attributes that make Staffordshire special, competitive, and distinct.

Our track record speaks for itself. Staffordshire delivers. We have seen results that have created more, better jobs. Results to inspire trust that Staffordshire County Council and local leaders have developed the right local solution. That is why we firmly believe our Economic Strategy will make a difference; it will support our economy to recover from the public health crisis and then tackle those key challenges to enable it to transform and grow through clean, digital, highly productive industries.

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### 3. Policy context

Policy decisions of national, regional, and local partners have an influence on what we do and how we operate. This section considers some of the most significant policy agendas relevant to our Economic Strategy, with a focus on national government policy as being a particularly important consideration to the delivery of our own priorities.

#### Levelling Up

The Government's levelling up agenda is both a response to many areas failing to fully experience the benefits of economic growth in recent years and a recognition that there has been underinvestment in areas outside of the South East by successive Governments.

Our Strategic Infrastructure Plan shows that there is evidence of underinvestment in Staffordshire whilst changes to the Treasury Green Book appraisal process and planned substantial increases in public sector investment mean Staffordshire is well placed to fully implement the Government's levelling up agenda.

The Government's Levelling Up White Paper sets out 12 missions to level up all parts of the UK. Improving economic prosperity and spreading opportunity will be vital in achieving all the missions, and the delivery of our Economic Strategy will therefore play a vital role in levelling up in Staffordshire.

The 12 missions fall under four overarching 'pillars', namely:

- Boost productivity, pay, jobs and living standards by growing the private sector, especially in those places where they are lagging.
- Spread opportunities and improve public services, especially in those places where they are weakest.
- Restore a sense of community, local pride and belonging, especially in those places where they have been lost.
- Empower local leaders and communities, especially in those places lacking local agency.

As one of the Government's flagship policy agendas, this will have significant implications for responsibilities and resources moving forwards. We will strive to take full advantage of Government's levelling up ambitions in the county to help support the delivery of our Economic Strategy.

## **Building Back Better**

The Build Back Better Plan for Growth sets out plans for how the Government intends to support the UK economy to rebound from the COVID-19 pandemic. The plan sets out several priorities, namely:

- Infrastructure
- Skills
- Innovation
- Levelling up
- Net zero
- Global Britain

The plan is essentially Government's high-level industrial strategy, setting the overall framework and overarching priorities. Further detail is provided within supporting strategies, of which several of those of most relevance to us are outlined below.

## **Plan for Jobs**

The Government launched its Plan for Jobs in July 2020, setting out plans to support people back into work and develop the skills needed as we recover from the impacts of the pandemic. Through the crisis Government support focused upon those people and businesses impacted by lockdown measures, primarily through vast increases in spending on programmes including the Coronavirus Job Retention Scheme and Self Employment Income Support Scheme.

The economic support measures put in place proved to be hugely successful in averting the economic disaster predicted by many commentators. This has allowed the focus to shift to supporting people into employment, including through schemes such as Kickstart and Restart. Such programmes are important to enabling people to take advantage of job vacancies and allow local businesses to find the workers they need.

## **Devolution**

The devolution of powers and funding has been a major national policy agenda for many years. Much of this stems from Lord Heseltine's No Stone Unturned report, a review into supporting economic growth across the country. So far, the primary beneficiaries of devolution have been those areas that have a Mayoral Combined Authority, with the devolved powers and funding differing somewhat for each area.

Government's ambitions for further devolution to local areas is set out within the Levelling Up White Paper. There is recognition that many parts of the country have so far not benefited from devolution, and the Government has set out a new devolution framework in response. The County Council will be considering our response to this and how it could help us to deliver this and our other strategies in due course.

## **Skills for Jobs**

The Skills for Jobs White Paper sets out how Government intends to reform further education, with a particular focus on supporting people to get the skills needed by businesses throughout their lives. The White Paper sets out several priorities including putting employers at the heart of the system, investing in higher-level technical qualifications, providing greater access to lifelong learning, reforming funding and accountability for providers, and supporting excellent teaching.

The skills system is vital in supporting people to get the skills they require to find employment and supporting our businesses to grow. Reforms to the system are therefore an important consideration in being able to achieve our ambitions for the local economy and supporting the growth of those sectors that will form an important part of our future.

## **Climate change**

The need to consider our impacts on the environment and targets set both nationally and locally will be an important consideration in all that we do, including how we continue to support the growth and development of the Staffordshire economy whilst moving towards Net Zero. Government has released several strategies to set out plans and priorities for meeting our climate change targets, including the Prime Minister's Ten Point Plan for a Green Industrial Revolution.

Further strategies of relevance include the Net Zero, Heat & Buildings, Hydrogen, and Industrial Decarbonisation strategies, as well as the Energy White Paper and Transport Decarbonisation Plan. All these documents and the policies within them will have at least some relevance to Staffordshire and will be considered as part of the projects and programmes to deliver our Economic Strategy.

## **Funding**

National programmes continue to be an important source of funding for project delivery. Recently Government has provided the opportunity to bid for funding for local projects through programmes such as the Levelling Up Fund, Community Renewal Fund, and the Future High Streets Fund. Such programmes will continue to form an important part of the funding available to deliver local priorities, including the forthcoming Shared Prosperity Fund which is set to replace funding previously secured through the European Union.

## **Planning reforms / housing**

Government published its Housing White Paper for tackling problems in the housing market at the beginning of 2017. This recognises that if more new housing is to be built, at a faster rate, it will have to be accompanied by investment in new infrastructure. Government has already committed to new investment in housing, industry, and infrastructure in Staffordshire through various funding programmes, including those of Homes England. The Levelling Up White Paper also sets out Government's intention to support greater investment in housing in the Midlands and North and therefore further investment opportunities are likely in the coming years.

Whilst the Housing White Paper is now 5 years old, housing clearly remains a top priority. The paper recognises the importance of strategic planning for long-term growth, and this is being considered through reforms to the planning system which will impact not only housing delivery but also far wider planning matters. The impact of these changes on growth within the county and the issues set out within our Economic Strategy will need to be considered.

## **National Infrastructure Strategy**

The National Infrastructure Commission published the first-ever National Infrastructure Assessment for the UK in July 2018, making recommendations for how the identified infrastructure needs and priorities of the country should be addressed. The Government responded to this assessment through the publication of its National Infrastructure Strategy in November 2020, setting out its plans to transform the UK's infrastructure by 2050.

The Strategy takes a long-term view for most infrastructure themes and is an important consideration as to what and how infrastructure may need to change in the future, such as the rollout of gigabit-capable digital connectivity and the move towards electric and autonomous vehicles. Further detail will be announced through supporting strategies, some of which have already been released such as the Integrated Rail Plan. As detailed within our Economic Strategy, infrastructure will be vital in supporting the expected levels of growth within the county over the next twenty years and national investment in our infrastructure will be required.

## **UK Innovation Strategy**

The UK Innovation Strategy sets out the Government's vision to make the UK a global hub for innovation by 2035. The Strategy outlines four priorities, namely:

- Supporting businesses that want to innovate including increased public investment in research & development.
- Attracting, retaining, and developing innovation talent.
- Ensuring innovation institutions serve the needs of businesses and places across the UK.
- Stimulating innovation activity to tackle major challenges and drive our capability in key technologies.

The Levelling Up White Paper also commits to greater levels of public innovation spending outside of the Greater South East. Innovation is an important driver of economic growth and supporting greater levels of innovation has the potential to play a key role in achieving our ambitions for the Staffordshire economy.

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## 4. Our priorities

This Strategy outlines our ambitious and achievable plans as to how we will support the Staffordshire economy to continue to recover from the crisis and tackle those challenges that will bring the greatest benefits to the local economy, whilst delivering on those issues that matter most to the people of Staffordshire.

Here we set out the key priorities that we will strive to deliver, with our sights on achieving our long-term vision and ambitions for the Staffordshire economy, whilst meeting our targets for addressing climate change. These priorities do not represent all that we do and will do over the lifetime of the Strategy but show those areas of work that will be our focus and what we most want to achieve.

### **Priority: Town centre / high street regeneration**

Our town centres are the places where most people live and work within the county. Many high streets face challenges as people's shopping habits continue to change, whilst the use of online retail increased substantially during the pandemic. The ultimate impact of the shift away from physical to online retail will only become apparent in the coming months and years, although retail will be a far less important driver of footfall in many town centres.

However, high streets remain vital as places for people to live, meet, access services, enjoy themselves, and for many other reasons. The County Council therefore recognises the importance of reshaping and reimagining our high streets to create places that people value and have pride in. Retail space will shrink on many of our high streets, but other uses have the potential to grow, including hospitality, housing, education, and front-line services. As now, our high streets will have differing roles in the future with some high streets primarily serving the needs of residents of the town itself, whilst others meet a wider need such as providing employment opportunities for the wider population.

We of course recognise the important linkages between our urban and rural areas and the opportunities and challenges faced by the rural parts of the county which we will continue to address through our Rural Economic Strategy.

## What we will do

- Planning for regeneration will be vital in reshaping and reimagining the future use of each of our town centres. The County Council will work with our District and Borough Council partners in developing plans for how we will support the transformation of our towns, as and when appropriate. Each plan will need to be bespoke for each place given the role of each town centre will differ, as will the required support and interventions.
- To support the creation of plans for our towns, the County Council will develop a town centre prospectus to clearly articulate our ambitions, our existing assets and our potential role and offer. This will include a clear set of criteria to identify the projects and programmes that will be the focus of the County Council and ensure the benefits of our investment in any town centre scheme are maximised.
- The Government has already invested substantially in a few of our town centres in recent years and the expectation is that this investment will continue. We will also continue to intervene and invest in our town centres, where this is agreed within the plan for each town. It is our expectation that our intervention will leverage additional investment into the town centres, including from Government and the private sector.
- The County Council has many assets within our town centres and high streets including offices, libraries, registration offices and land interests. We will therefore ensure we are maximising the use of our existing assets to support the redevelopment of our town centres and high streets.
- Through our responsibilities for highways, the County Council has a vital role in enabling people to access our town centres safely and reliably. We will continue to invest in our highway network to support the redevelopment of our towns. We have invested substantially in the sustainable transport infrastructure of the county in recent years and will continue to do so to ensure people can access our town centres using clean, green forms of transport, including consideration of how we can support the rollout of electric vehicle charging points.

## Priority: Higher skilled, higher paid workforce

Whilst skills levels across many parts of the county are good and this paints a relatively positive overall picture, this hides the fact that skills levels in some parts of the county are low, and this is impacting on our resident's ability to take advantage of better paid opportunities. We recognise that not everyone will

want highly paid, highly skilled employment but even where this is the case, we want to aim to ensure that everyone has the opportunity to at least get a good job that provides them with high levels of satisfaction and/or provides a great deal of value to society.

Low levels of skills are particularly entrenched within Cannock Chase, Tamworth, and parts of Newcastle-under-Lyme. Addressing this issue by supporting our residents to gain higher levels of skills will have significant advantages in enabling our residents to get a better paid job, not only by increasing people's prosperity but also improving health and wellbeing.

The impacts of the pandemic, the UK's exit from the European Union and longer-term socio-demographic issues including the country's ageing workforce present skills challenges both now and in the future. Whilst the true impact of some of these issues remains unclear and will be for some time, they have already resulted in a mismatch between the skills required by businesses and those of the workforce, particularly within certain industries. Addressing this mismatch will be vital, with the Institute for Fiscal Studies describing the labour market as the *"lynchpin of the recovery."* Enhancing our partnership approach will provide greater resilience to future economic shocks and facilitate the development and implementation of both local and national interventions in a more co-ordinated and effective way.

### **What we will do**

- The County Council will continue to support residents into, or to remain in, sustainable employment including through services and programmes to better connect people to jobs, providing services to navigate the complexities of employability and skills training and helping employers to recruit. This will enable the county to have a consistent approach to promoting jobs and skills which is clear for business, residents, and education and skills providers on where to go and what service to expect.
- The Council will support skills providers in creating rapid-retraining programmes, by building on its collaborative partnership approach across the county, to support people to find employment in those sectors where there are the greatest numbers of job vacancies.
- The vast majority of the county's workforce has already been through the school, further and higher education system and it will therefore be important that there are opportunities for greater levels of lifelong learning and support to upskill and reskill people throughout their working lives. This will enable people to access future employment opportunities including higher skilled, higher paid jobs.

- To have a higher skilled, higher paid workforce we will need to retain and attract skilled workers, including graduates, by ensuring that Staffordshire is an attractive place to live and work. Through our services and placemaking responsibilities, the County Council will continue to ensure that we are achieving this ambition, whilst enabling the creation of those jobs within the county that will form an important part of our future economy.
- We will support the development of further vocational education and training provision within Staffordshire to support our key sectors that require technical skills. This will include maximising the benefits of the apprenticeship levy by encouraging a greater number of higher-level apprenticeship opportunities within the county, enabling larger employers to take greater ownership of their future skills requirements.
- Through our own responsibilities or by working with our partners, the County Council will work to address any wider issues that are either discouraging or stopping residents from being able to take advantage of good employment opportunities. This may include generational factors, health issues, poor educational attainment, a lack of appropriate and affordable childcare, transport to suitable job opportunities, access to adequate broadband, and a lack of affordable housing in areas where there are good employment opportunities.

### **Priority: Supporting start-up and step-up businesses**

Encouraging a greater number of business start-ups and supporting these to grow will play an important role in increasing productivity levels and creating employment opportunities within the county. Start-ups are already a vital source of jobs, not only in terms of self-employment but also creating those future businesses that grow and take on employees.

However, within Staffordshire we currently do not have the level of business start-ups of many similar areas, and therefore encouraging and supporting more people to start their own business has the potential to bring significant benefits. Creating a more dynamic, entrepreneurial local economy with greater levels of start-ups and self-employment brings the increased likelihood of creating those businesses that go on to be future employers and generate jobs and wealth within Staffordshire.

Achieving this will require a focus on several issues. We will need to ensure that the county has the right infrastructure in place, including high-quality premises, broadband and transport connectivity. Business and innovation support also remains key, including increasing innovation activity within the county, the

provision of good-quality advice, and access to finance when appropriate. There is also an important role for the education and skills system in ensuring people recognise that starting their own business is a viable career option and equipping them with the skills needed to start and grow a business.

### **What we will do**

- We will ensure that we have suitable sites and premises ready and available to enable people to start and grow their business within the county, as well as continue to take advantage of future business investment opportunities. This includes the provision of incubator space and the delivery of new and expansions of existing Enterprise Centres where there is a clear case to do so.
- The County Council will continue to ensure that there is good quality business support provision for people who are looking to start and grow their business within Staffordshire. This includes the direct delivery of advice and funding programmes that are needed and are not already being delivered by other providers.
- The need to meet climate change targets presents both opportunities and threats to our economy. Through our plans for the delivery of this Strategy, we will consider how we are able to support new start-ups and the growth of existing businesses within industries that emerge and are able to diversify to take advantage of the opportunities presented by the move towards Net Zero. For those industries for which climate change legislation is and will be a threat, we will do all we can to support businesses to survive and adapt to continue to play a key role in our economy.
- Through the Levelling Up White Paper, Government has committed to substantial increases in investment in research & development outside of the Greater South East. As a key driver of business and therefore economic growth, we will consider how we can support increased levels of innovation activity in the county, both through innovation institutions in key sectors such as advanced manufacturing, logistics and energy, and within businesses themselves.
- We will work with education, skills, and careers advice providers to ensure that people recognise that starting their own business is a good career option and providing them with the skills needed to start and grow a business. This includes those leadership, management and digital skills that are so important to businesses surviving and having the greatest opportunity to innovate and grow.

## **Priority: Developing investment ready projects**

There is planned to be substantial growth in housing and jobs within Staffordshire in the coming years, as set out within our District and Borough Council partners local plans who have the responsibility for setting the overall level and location of development within their area, in line with national guidance.

The County Council has a key role in supporting this growth through the delivery of projects that help to ensure that development is sustainable, supported by those local services that people really value and ensuring the benefit of development is maximised.

We have delivered numerous projects to support growth within Staffordshire recently, including school expansions and the opening of the first new secondary school within the county for 25 years. We have delivered the rollout of superfast broadband across the county and made significant transport improvements, including the delivery of the Staffordshire Western Access Route and Lichfield Southern Bypass schemes to unlock development sites and mitigate their impacts. We continue to invest in our green transport infrastructure to allow people to travel around the county sustainably.

However, we now need to plan for the longer-term growth of the county. Our Strategic Infrastructure Plan outlines the scale of the challenge, with tens of thousands of homes and job generating schemes to be delivered over the next twenty years. Supporting this growth will mean vast investment in the county's infrastructure, with an estimated cost of over £4 billion. This investment will come not only from the County Council but also private developers, infrastructure providers and Government, including through nationally significant infrastructure projects such as HS2.

For projects and programmes which the County Council is responsible, we will continue to plan proactively to deliver those schemes to support development and fully realise its benefits. The County Council continues to have significant assets within the county, and we will develop projects to ensure that we are maximising the value of these assets to deliver our ambitions for the future of Staffordshire and its economy.

### **What we will do**

- We will develop a pipeline of future County Council projects to ensure that the substantial levels of growth planned within the county can be accommodated without being detrimental to levels of accessibility, connectivity, and services.

This will allow us to leverage investment, forms part of the delivery of our Strategic Infrastructure Plan and supports our District and Borough Council partners in the delivery of their local plans.

- We will also continue to plan for and deliver those improvement projects that support the County Council's wider ambitions and priorities, including for the health and wellbeing of our residents, the local economy and climate change. This includes supporting the rollout of gigabit capable broadband across the county which is vital to both businesses and residents, and the continued delivery and support of sustainable transport infrastructure and electric vehicle charging points as we move towards Net Zero.

### **Priority: Strategic corridors**

Our location at the heart of the country and between Manchester and Birmingham provides us with vast opportunities to develop the strategic corridors that connect places across Staffordshire and beyond. The A50 / A500 and A38 corridors are two of the most important locations for economic activity within the county and are vital in connecting residents to jobs. However, the full potential of these corridors has yet to be fully exploited and therefore a substantial opportunity remains.

There has already been a significant amount of investment across the corridors in recent years with a great deal of further investment planned. The corridors connect numerous towns and places, whilst planned investment in road and rail, including HS2, will only improve connectivity across the sub-region and provide the potential to deliver significant infrastructure-led sustainable growth in the future.

The corridors play a central role in the Midlands and UK economy and are home to several renowned national and global brands including AstraZeneca, Bombardier, Bentley, JCB, Nestle and Rolls Royce. These and other major employers are engaged in highly innovative activity, such as JCB's recent development of the first hydrogen motor in the industry. Supporting existing and new businesses to innovate and grow remains a priority, whilst wider ambitions such as the provision of good homes and green infrastructure will be vital in creating places where people want to live, work, and invest.

## What we will do

- The County Council will drive forward plans for those aspirational, transformational projects that will form a vital part of the county's future, including the A50 / A500 and A38 corridors.
- As part of this, we will support and unlock investment in road, rail, and digital connectivity across the corridors, including the restoration and reopening of rail stations and delivery of sustainable transport improvements between transport hubs and places where people live and work. We will also continue to support and work to maximise the local economic benefits of the nationally significant infrastructure projects that will be delivered in the county over the coming years.
- We will work with our partners, in education, local authorities but above all the private sector, to bring together corridors of true innovation and employment growth. We will develop plans for increased levels of innovation and enterprise across the corridors, including as part of becoming a Smart Energy region and driven by existing energy assets and innovations such as hydrogen.
- We will continue to support and unlock the delivery of high-quality housing and employment sites across the corridors in support of the delivery of local plans.

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## 5. How we'll do it

Achieving our vision and ambitions for the Staffordshire economy will require the delivery of appropriate projects and programmes, set out within existing and future supporting delivery plans. Many of these projects and programmes will require us to continue strong joint working with local stakeholders, an approach that has proven hugely successful in recent years.

We therefore recognise that many of the schemes that will be vital in delivering this Strategy will be delivered by others, and the County Council will 'lead', 'collaborate' and 'advocate' as appropriate:

- **'Lead'** on direct delivery.
- **'Collaborate'** on delivery with partners and stakeholders.
- **'Advocate'** for the delivery of projects and programmes by other organisations that meet our own ambitions as.

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### Delivery of the priorities

The priorities set out within this Strategy will not be considered in isolation. Through delivery plans and the development of future projects and programmes, we will consider how schemes can support the delivery of several of our priorities. As an example, the delivery of new start-up space within a town centre could help to achieve our ambitions for both town centre regeneration and greater numbers of people starting a business within the county.

Whilst the priorities set out within this Strategy will be our primary focus for the Staffordshire economy, it is also important to consider that we have several other relevant strategies that we will need to consider when developing delivery plans and supporting projects and programmes. Climate change and continuing to support our rural economy are key priorities for instance, with further detail set out within our Climate Change Action Plan and Rural Economic Strategy.

We are not starting from scratch but very much building upon our recent successes, including:

- The unlocking of strategic employment sites such as the i54 South Staffordshire Enterprise Zone, Redhill, and Lichfield Park.
- Planning and delivering major infrastructure schemes to support growth including the Stafford Western Access Route and Lichfield Southern Bypass.
- The delivery of business support programmes including start-up support, support to reduce environmental impacts, and support for businesses through the pandemic including the Staffordshire Means Back to Business programme.
- Creation of new high-quality business premises including the expansion of our enterprise centres and development of the Innovation Centres at Keele University's Science and Innovation Park.
- Investment in skills & employability programmes that have helped to halve the number of adults with no qualifications and dramatically reduce the number of people Not in Employment, Education or Training.

These schemes have delivered huge benefits for the local economy and people of Staffordshire, and we will continue to work tirelessly to achieve our ambitions.

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### **Investing to deliver the strategy**

The County Council continues to invest significant sums of money in the Staffordshire economy, whilst we have a vital role in unlocking funding from a range of sources and advocating for investment within the county. We also have many assets within key locations across all parts of Staffordshire that will play an important role in achieving the vision, ambitions and priorities set out within the Strategy. Our approach to funding the projects and programmes to deliver the Strategy will therefore be through one or more of the following:

1. Making best use of our funding to ensure that existing budgets, projects, and programmes are targeted towards the delivery of the Strategy.
2. Maximising the investment of other organisations within the county including through bidding to external funding programmes, advocating for investment within the county such as by infrastructure providers, and utilising our existing resources to unlock further funding including from the private sector.
3. Making use of and maximising the benefit of our assets where it is appropriate to do so.

We will of course need to ensure that any investment by the County Council is achieving the maximum possible benefits in achieving the delivery of the Strategy. Supporting plans, projects and programmes will therefore need to be considered against the following key principles:

1. Delivery of the Economic Strategy's vision, aims and priorities
2. Alignment to one or more of the strategic priorities
3. Outputs
4. Deliverability
5. Funding (including our own investment and the amount of leverage)
6. Risk

In the development of delivery plans and the consideration of existing and new schemes, it will also be important to consider what needs to stop, what needs to continue, what needs to start and where there may be gaps in interventions against the strategic priorities that need to be filled.

In the longer-term, funding to deliver the Strategy is more uncertain and will be dependent on several factors. We have an opportunity to explore different approaches to funding growth as a County Council as well as influencing how the Government progresses its various policy agendas including levelling up and County Deals. We will continue to work with our partners, including Government, to shape and access funding to deliver the Strategy as appropriate.

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### **Working with others to get the job done**

There are many stakeholders that we will need to work proactively with to successfully deliver this Strategy. Outlined below are several of our main partners who we will be working with to deliver our plans for the local economy in the coming years.

## **Staffordshire's District & Borough Councils**

Staffordshire County Council has a strong track record of working proactively with our Staffordshire District / Borough Councils, including on many schemes that have had a substantial positive impact on the local economy such as our Staffordshire Means Back to Business programme. We will continue to work closely with our District and Borough Councils as many, if not all, of our economic programmes require a multi-disciplinary approach with the County and District / Borough Councils having different but complementary relevant responsibilities.

This Strategy recognises the importance of Staffordshire as a place to the future of the local economy. Alongside planning policy responsibilities, the Districts / Boroughs responsibilities to reshape town centres, in tandem with the County Council's roles particularly regarding infrastructure delivery, will play a vital role in achieving the aims of the Strategy.

## **Government**

The County Council works directly with many Government departments. In recent years this has included the Department for Business, Energy and Industrial Strategy on several skills projects, the Department for Levelling Up, Housing and Communities and particularly Homes England on housing schemes, the Department for Transport on a number of major road schemes, the Department for Digital, Culture, Media and Sport on the delivery of the superfast broadband project and the Department for Environment, Food and Rural Affairs on a number of funding schemes for rural areas and businesses.

Whilst devolution should provide greater autonomy for local areas and this is something we will support, it will be clearly be vital for us to continue to work closely with Government to deliver our vision and ambitions.

## **Midlands Engine**

The Midlands Engine partnership brings together public sector partners and businesses to complement the activity of other local organisations. The Midlands Engine Strategy sets out a collective ambition for economic growth and prosperity across the East and West Midlands. It highlights how the region can build upon existing business sectors and areas of opportunity, including many of our key industries, universities, and employment areas as places of national and global significance.

The Midlands Engine priorities are all vital to the future economic growth of the Midlands and Staffordshire and we will continue to proactively engage in the Midlands Engine to support investment in the area.

### **Midlands Connect**

Midlands Connect researches, develops, and recommends transport projects which will provide the biggest possible economic and social benefits for the Midlands and the rest of the UK. Through Midlands Connect we are considering the wider future requirements for investment in the strategic road and rail network. We view this as being a key mechanism for the development of connectivity improvements, particularly investments by National Highways and National Rail.

The partnership is currently conducting a range of studies into how we can alleviate congestion and support growth across several strategic transport corridors that are within or affect Staffordshire, particularly the A50 / A500 and A38 corridors. We are actively engaged in these studies and future transport investment will remain vital to supporting the future growth of Staffordshire.

### **Stoke-on-Trent & Staffordshire Local Enterprise Partnership**

The Stoke-on-Trent and Staffordshire Local Enterprise Partnership (LEP) brings businesses and local authorities together to support economic growth, create jobs and raise skills levels. Since its inception, the County Council has secured a significant amount of investment through the LEP for many projects across the county including several roads, employment sites, housing, and business premises projects. The LEP also has responsibility for the Stoke-on-Trent and Staffordshire Growth Hub which provides support services for our local businesses.

The role and responsibilities of LEPs has recently been under review, whilst the Government has confirmed through the Levelling Up White Paper that having a strong business voice within each part of England remains important. We will continue to consider the implications of the changing role for LEPs in delivering our economic ambitions for Staffordshire.

In addition to the LEP, the County Council also proactively works with our business representative organisations, particularly the Staffordshire Chambers of Commerce and Federation for Small Businesses. These organisations have a vital role in having direct contact and working with our business community.

## **Infrastructure Delivery Organisations**

The County Council works proactively with all organisations with responsibility for the county's infrastructure. This includes both National Highways and Network Rail who have responsibility for Staffordshire's trunk road network and rail infrastructure.

In recent years we have worked with Government and Openreach to rollout superfast broadband across Staffordshire, whilst we also continue to work with utility providers to successfully deliver employment and housing schemes.

Relationships with these organisations, and many others, will therefore be critical to the successful delivery of the priorities set out within our Economic Strategy and our ability to sustainably deliver the levels of planned growth expected in the county in the coming years.



# **Community Impact Assessment Checklist and Executive Summary**

**Name of Proposal:**

Economic Strategy

**Project Sponsor:**

Darryl Evers, Director for Economy, Infrastructure & Skills

**Project Manager:**

Matt Shufflebotham, Senior Economic Development Officer

**Date Completed:**

**27/01/22**

## Final Checklist

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

Checklist	Action Completed	Comments/Actions
The project supports the Council's Business Plan, priorities and MTFS.	Yes	
It is clear what the decision is or what decision is being requested.	Yes	
For decisions going to Cabinet, the CIA findings are reflected in the Cabinet Report and <b>potential impacts are clearly identified and mitigated for</b> (where possible).	Yes	
The <b>aims, objectives and outcomes</b> of the policy, service or project have been clearly identified.	Yes	
The <b>groups</b> who will be affected by the policy, service or project have been clearly identified.	Yes	The current economic situation means that this is evolving and is being monitored closely through an evidence base that is being updated regularly.
The <b>communities</b> that are likely to be more adversely impacted than others have been clearly identified.	Yes	As above
Engagement / consultation has been undertaken and is representative of the residents most likely to be affected.	No	Levelling up is a theme that cuts across all the Strategy and the aim is therefore for all residents to benefit from its delivery. Agreeing to a 4-week public consultation period is also one of the recommendations in the Cabinet report.
A range of people with the appropriate knowledge and expertise have contributed to the CIA.	Yes	
Appropriate evidence has been provided and used to inform the development and design of the policy, service or project. This includes data, research, engagement/consultation, case studies and local knowledge.	Yes	

Checklist	Action Completed	Comments/Actions
The CIA <b>evidences</b> how the Council has considered its statutory duties under the Equality Act 2010 and how it has considered the impacts of any change on people with protected characteristics.	Yes	
The next steps to deliver the project have been identified.	Yes	

## Executive Summary

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

	<b>Which groups will be affected?</b>	<b>Benefits</b>	<b>Risks</b>	<b>Mitigations / Recommendations</b>
<p><b>PSED</b></p> <p>What are the impacts on residents with a protected characteristic under the Equality Act 2010? Highlight any concerns that have emerged as a result of the equality analysis on any of the protected groups and how these will be mitigated. It is important that Elected Members are fully aware of the equality duties so that they can make an informed decision, and this can be supported with robust evidence.</p>	<p>The impact of the COVID-19 crisis has impacted some industrial sectors and therefore demographic groups more than others, particularly those working within hospitality and non-essential retail. How this will be affected by the ongoing economic recovery remains somewhat unclear.</p>	<p>Levelling up is a key strand throughout the strategy and its delivery will help to reduce inequality.</p>	<p>The nature of the crisis has the potential to continue to adversely impact some groups more than others.</p>	<p>The Economic Strategy aims to support the economy to recover quickly, thereby minimising any long-term impacts of the crisis. An evidence base is being updated on at least a monthly basis to monitor the impact, whilst the Strategy allows us to remain agile and respond to changing circumstances accordingly.</p>
<p><b>Health and Care</b></p> <p>How will the proposal impact on residents' health? How will the proposal impact on demand for or access to social care or health services?</p>	<p>Any ongoing economic consequences of the COVID-19 crisis has the potential to negatively affect health outcomes of all residents.</p>	<p>The Strategy aims to support the recovery of the economy and return to growth as quickly as possible, thereby reducing the impacts on. The delivery of projects that both support</p>	<p>A key concern is that residents become long-term unemployed with associated scarring effects. Without consideration of health, future investment in</p>	<p>The Strategy sets out how we will minimise such effects by supporting people to return to work as soon as possible and be able to find good quality employment. A key aspect of the Strategy is the delivery of infrastructure to support growth. We have successfully delivered numerous sustainable transport</p>

	<b>Which groups will be affected?</b>	<b>Benefits</b>	<b>Risks</b>	<b>Mitigations / Recommendations</b>
		economic growth and active lifestyles can also help to enable people to make positive healthy lifestyle choices.	economic projects could have a negative impact on people's health.	projects in recent years, and this will continue to support active travel choices.
<b>Economy</b> How will the proposal impact on the economy of Staffordshire or impact on the income of Staffordshire's residents?	Levelling up cuts across all priorities within the strategy, with the aim being that growth will benefit all residents.	The Strategy sets out how we will create a more prosperous Staffordshire to the benefit of all our residents.	Not delivering the Strategy has the potential to adversely affect our resident's economic wellbeing, including for specific groups.	Whilst setting our overall priorities, the Strategy allows us to remain agile and respond accordingly to changing conditions to ensure we are continuing to have a positive impact on the development of the local economy.
<b>Environment</b> How will the proposal impact on the physical environment of Staffordshire? Does this proposal have any Climate Change implications?	Specific projects are already being developed and delivered as part of delivery plans for the Strategy. However, inclusive growth and levelling-up is a 'golden-thread' throughout the Strategy and therefore the impact on specific groups will be considered as part of projects development.	Supporting growth is a key part of the strategy, i.e., providing residents with good employment and homes and all the benefits this brings. Climate change and the need to support the transition to a low carbon economy is a key priority that cuts across all strategic priorities within the Strategy.	Development needs to be delivered sustainably to ensure any adverse impact on the environment is mitigated against.	Any impact of the delivery of the Strategy on the environment will be considered as part of the development of specific projects / programmes and delivery plans.

	<b>Which groups will be affected?</b>	<b>Benefits</b>	<b>Risks</b>	<b>Mitigations / Recommendations</b>
<p><b>Localities / Communities</b></p> <p>How will the proposal impact on Staffordshire's communities?</p>	All residents	The impact on specific communities / locations is a cross-cutting theme throughout the strategy to ensure all residents can benefit from future growth. This includes town centre development and the need for positive education and skills outcomes.	The benefit of growth being isolated to specific residents and locations has the potential for some residents to be left behind.	Levelling up and the impact on specific residents / locations are key strands throughout the Strategy and will be considered further through project / programme development.

## Cabinet Meeting on Wednesday 16 March 2022

### Agreement for Mental Health Act (Section 117) Aftercare Needs



**Cllr Julia Jessel, Cabinet Member for Health and Care, said,**

“Good, timely care after leaving hospital is an essential part of successful rehabilitation so that people can develop the necessary skills to live independently.

“This new funding arrangement proposes continuation of services at less cost to the Council, without in any way reducing the quality of care provided to those who need it.”

#### Report Summary:

Section 117 of the Mental Health Act 1983 places a joint duty on the Council and the Clinical Commissioning Groups (CCGs) to provide aftercare for people discharged from hospitals after being sectioned for treatment under the Mental Health Act 1983.

The proposal is for a new funding arrangement to apportion funding of Section 117 after care services 50:50 split between the Council and Staffordshire CCGs. This would reduce bureaucracy, free up staff time, reduce delays in the provision of aftercare. The services received by individuals would be unaffected.

This is an excellent example of collaboration and integrations between the Council and the NHS.

#### Recommendations

I recommend that Cabinet:

- a. Approve that the Council enter into an agreement with Staffordshire Clinical Commissioning Groups under Section 256 of the Health and Care Act 2006 related to a new funding arrangement for provision of aftercare services provided under Section 117 of the Mental Health Act 1983.

- b. Approve that a transitional funding agreement be negotiated for the period 2022-24 in order to ensure that this new funding arrangement is affordable for the Clinical Commissioning Groups.
- c. Authorise the Director of Health and Care in consultation with the County Treasurer to finalise the details of the transitional funding agreement.

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

## **Cabinet – Wednesday 16 March 2022**

### **Agreement for Mental Health Act (Section 117) Aftercare Needs**

#### **Recommendations of the Cabinet Member for Health and Care**

I recommend that Cabinet:

- a. Approve that the Council enter into an agreement with Staffordshire Clinical Commissioning Groups under Section 256 of the Health and Care Act 2006 related to a new funding arrangement for provision of aftercare services provided under Section 117 of the Mental Health Act 1983.
- b. Approve that a transitional funding agreement be negotiated for the period 2022-24 in order to ensure that this new funding arrangement is affordable for the Clinical Commissioning Groups.
- c. Authorise the Director of Health and Care and County Treasurer to finalise the details of this funding agreement.

#### **Report of the Director for Health and Care**

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

##### **Background**

1. Section 117 of the Mental Health Act 1983 places a joint duty on the Council and the Clinical Commissioning Groups (CCGs) to provide aftercare services for people discharged from hospitals after being sectioned for treatment under the Mental Health Act 1983 Sections 3, 37, 45A, 47 and 48.
2. Aftercare services are intended to meet people's immediate needs for ongoing care as well as help them develop the skills and abilities they need to live independently outside hospital and avoid readmission. The duty to provide aftercare begins at the point that someone leaves hospital and lasts for as long as the person requires the services. Section 117 aftercare services are provided free of charge to the individuals involved.

## Current arrangements

3. There are currently 533 people in receipt of funded Section 117 aftercare. Commissioning and funding arrangements are shown in Table 1. Services are typically commissioned from the independent sector.

**Table 1: Commissioning and funding arrangements for Section 117 aftercare services**

	<b>Commissioned and contracted by the Council</b>	<b>Commissioned and contracted by the CCGs</b>	<b>Total</b>
<b>Number of people</b>	457	76	533
<b>Total gross annual cost</b>	£23.083m	£8.713m	£31.796m
<b>Funding from the Council</b>	£17.520m	£2.326m	£19.846m
<b>Funding from the CCGs</b>	£5.563m	£6.387m	£11.950m

4. The share of Council and CCG funding is calculated person by person using a tool. This is very time consuming for staff and the results may not accurately reflect the balance of responsibilities between adult social care and the NHS. This can lead to disputes which delay the provision of aftercare services.

## Proposed new arrangements

5. The Council and CCGs have been in negotiation for a new funding arrangement for Section 117 aftercare services.
6. Agreement in principle has been reached that cases will in future be funded on a 50:50 split of the total cost. This includes any element of NHS Funded Nursing Care but excludes the cost of universal NHS services that should be available to the whole population.
7. New cases from 01/04/2022 would be funded on a 50:50 basis immediately, and historic cases from prior to 01/04/2022 would be funded on a 50:50 basis from the date of their next annual review.
8. This would reduce bureaucracy, free up staff time and reduce delays in the provision of aftercare. The services received by individuals would not change.

9. To formalise this new funding arrangement, the recommendation is that the Council enter into an agreement with CCGs under Section 256 of the Health and Care Act 2006. A draft of the Section 256 agreement is appended.

### Legal Implications

10. Detailed meetings and exchanges have been undertaken with Legal Services to ensure that this arrangement is formalised by way of a binding agreement made pursuant to Section 256 of the NHS Act 2006. Under the agreement as drafted the CCGs will grant SCC an amount towards the cost of Section 117 aftercare services provided jointly.

### Resource and Value for Money Implications

11. The new funding arrangement for Section 117 aftercare services would apportion the total cost of £31.8m 50:50 to the Council and CCGs – c£15.9 each. This would create an annual saving for the Council of £4m compared to the current overall share of funding, and a cost pressure to the CCGs to the same value.
12. To ensure that this is affordable for the CCGs a transitional funding agreement would be required for the agreed transitional period 2022-24, commencing in the 2022/23 financial year. The recommendation is that this is negotiated and that the Director of Health and Care and County Treasurer are authorised to finalise the details.
13. Savings required from Section 117 aftercare services have been included in the Council's Medium-Term Financial Strategy (MTFS). These, along with anticipated savings delivered under the proposed new funding arrangement and transitional funding agreement are shown in Table 2.

**Table 2: Savings required and anticipated from Section 117 aftercare services**

(£m)	2022/ 23	2023/ 24	2024/ 25	2025/ 26	2026/ 27
<b>Savings required in MTFS</b>	1.0	2.0	3.0	4.0	5.0
<b>Anticipated savings under the proposed new funding arrangement and transitional funding</b>	1.4	2.6	3.0	4.0	4.0

<b>agreement</b>					
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14. The actual savings delivered will be subject to the total cost of Section 117 aftercare services as well as the details of the transitional funding agreement. Any shortfall will be identified from elsewhere in the Health and Care budget.

### **Climate Change Implications**

15. The recommendations within this Cabinet report to enter into a section 256 agreement will have no implications for climate change.

### **Community Impact Assessment**

16. The Community Impact assessment has not identified any impact on individuals who are S117 entitled.

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

17. Funding Agreement made under Section 256 of the National Health Service Act 2006 and all other enabling legislation and relating to the delivery of Aftercare services provided under Section 117 of the Mental Health Act 1983.

### **Contact Details**

**Assistant Director:** Jo Cowcher Assistant Director

**Report Author:** Karen Webb

**Job Title:** Joint Funding Lead

**Telephone No.:** 07815827409

**E-Mail Address:** [Karen.webb@staffordshire.gov.uk](mailto:Karen.webb@staffordshire.gov.uk)

# **Community Impact Assessment Checklist and Executive Summary**

## **Name of Proposal:**

Agreement for Mental Health Act S117

## **Project Sponsor:**

Name and Job Title

Richard Harling

Director of Health and Care

## **Project Manager:**

Name and Job Title

Karen Webb

Joint Funding Lead

## **Date Completed:**

**15/02/22**

## Final Checklist

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

Checklist	Action Completed	Comments/Actions
The project supports the Council's Business Plan, priorities and MTFS.	Yes	See cabinet report
It is clear what the decision is or what decision is being requested.	Yes	See cabinet report
For decisions going to Cabinet, the CIA findings are reflected in the Cabinet Report and <b>potential impacts are clearly identified and mitigated for</b> (where possible).	Yes	See cabinet report
The <b>aims, objectives and outcomes</b> of the policy, service or project have been clearly identified.	Yes	See cabinet report
The <b>groups</b> who will be affected by the policy, service or project have been clearly identified.	Yes	See cabinet report
The <b>communities</b> that are likely to be more adversely impacted than others have been clearly identified.	N/A	
Engagement / consultation has been undertaken and is representative of the residents most likely to be affected.		No consultation necessary? EIA seems to suggest will consult?? Why???
A range of people with the appropriate knowledge and expertise have contributed to the CIA.		Legal, Finance, CCG, Adult Social Care, MPFT, NSCHT, MLCSU
Appropriate evidence has been provided and used to inform the development and design of the policy, service or project. This includes data, research, engagement/consultation, case studies and local knowledge.		No Impact on people with protected characteristics
The CIA <b>evidence</b> how the Council has considered its statutory duties under the	N/A	No impact on people with protected characteristics.

<b>Checklist</b>	<b>Action Completed</b>	<b>Comments/Actions</b>
Equality Act 2010 and how it has considered the impacts of any change on people with protected characteristics.		
The next steps to deliver the project have been identified.		See cabinet report

## Executive Summary

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

	<b>Which groups will be affected?</b>	<b>Benefits</b>	<b>Risks</b>	<b>Mitigations / Recommendations</b>
<p><b>PSED</b></p> <p>What are the impacts on residents with a protected characteristic under the Equality Act 2010? Highlight any concerns that have emerged as a result of the equality analysis on any of the protected groups and how these will be mitigated. It is important that Elected Members are fully aware of the equality duties so that they can make an informed decision, and this can be supported with robust evidence.</p>	<p>Adults who have been detained under Section 3,37,45A,47 and 48 of the Mental Health Act 1983. This could include people people who are living with different conditions and disabilities, such as: mental illnesses, long term conditions, Autism and other neurodiverse conditions, learning disabilities, sensory impairment and physical disabilities.</p>	<p>There will be no impact on residents: people will continue to have access to aftercare mental health services. The funding of these services will however change. This is purely a funding agreement between the Council and the CCG.</p>		
<p><b>Health and Care</b></p> <p>How will the proposal impact on residents' health? How will the proposal impact on demand for or access to social care or health services?</p>		<p>The proposal will not have an impact on the demand or access to social care and health services – the proposal only changes the funding of the care. This is purely a funding agreement between</p>		

	<b>Which groups will be affected?</b>	<b>Benefits</b>	<b>Risks</b>	<b>Mitigations / Recommendations</b>
		the Council and the CCG.		
<b>Economy</b>	No impact			
How will the proposal impact on the economy of Staffordshire or impact on the income of Staffordshire's residents?				
<b>Environment</b>	No impact			
How will the proposal impact on the physical environment of Staffordshire? Does this proposal have any Climate Change implications?				
<b>Localities / Communities</b>	No Impact			
How will the proposal impact on Staffordshire's communities?				



## Cabinet Meeting on Wednesday 16 March 2022

### Capital Programme for Schools 2022/23



**Cllr Jonathan Price, Cabinet Member for Education (and SEND) said,**

“Every Staffordshire child deserves the best possible education, and to leave school or college with the learning and skills they need to succeed in further education or the workplace.

“It is therefore essential that we continue to maintain and improve our school buildings to ensure Staffordshire children can learn in surroundings that enhance their education and give them the best possible start in life. Our capital programme for 2022/23 sees a proposed investment of £35.5 million into ensuring our 400+ schools are fit for the future.”

#### Report Summary:

Approval of the Schools Capital Programme for 2022/23. The Schools Capital Programme funding is made up of 2 central government grants: School Condition Allocation (SCA) and Basic Need. Additional capital funding for schools comes from other government bid grants, contributions from schools, developers, and other stakeholders.

#### Recommendations

I recommend that Cabinet:

- a. Considers the report and approves the Schools Capital Programme 2022/23 investment proposal set out in the supporting appendices.
- b. The Assistant Director for Commercial and Assets monitors progress and makes any necessary in-year alterations in consultation with the Cabinet Member for Education (and SEND).
- c. Delegates authority for the Director of Corporate Services to approve:
  - i. All subsequent call-off contracts under the CWM Framework Agreement to be awarded and entered into with the successful providers under the CWM Framework Agreement.

- ii. Any novation of call-off contracts to new providers or variations to the terms of call-off contracts, in accordance with the Public Contract Regulations 2015.

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

## **Cabinet – Wednesday 16 March 2022**

### **Capital Programme for Schools 2022/23**

#### **Recommendations of the Cabinet Member for Education (and SEND)**

I recommend that Cabinet:

- a. Considers the report and approves the Schools Capital Programme 2022/23 investment proposal set out in the supporting appendices.
- b. The Assistant Director for Commercial and Assets monitors progress and makes any necessary in-year alterations in consultation with the Cabinet Member for Education (and SEND).
- c. Delegates authority for the Director of Corporate Services to approve:
  - i. All subsequent call-off contracts under the CWM Framework Agreement to be awarded and entered into with the successful providers under the CWM Framework Agreement.
  - ii. Any novation of call-off contracts to new providers or variations to the terms of call-off contracts, in accordance with the Public Contract Regulations 2015.

#### **Report of the Director for Corporate Services**

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

1. Staffordshire is a great place to live, work and invest where most people enjoy a good quality of life. There are over 400 schools and academies providing education for around 121,000 primary, middle, and secondary pupils. Every Staffordshire child deserves the best possible education and to leave school or college with the learning and skills that they need to succeed in further education or the workplace. A strong economy relies on a high performing education system to produce the workforce of the future, and young people with the right skills, attitude, and ambition to meet the needs of our employers or to start a business of their own.
2. It is widely recognised that the quality of school buildings can help or hinder learning and teaching. Well-designed buildings and pleasant surroundings can lead to better attendance and concentration as well as motivation and self-esteem - factors which can improve performance.

Staffordshire's Schools Asset Management Plan (AMP) and Statement of Priorities (StOP) ensure that capital spending is clearly aligned to corporate priorities and delivers value for money.

## Summary

3. The Capital Programme for Schools 2022/23 is made up of:

- a. Maintenance/Improvement projects.
- b. Basic Need/pupil place provision projects.

4. The funding available to deliver the 2022/23 programme includes:

- a. Government School Condition Allocation (SCA) capital grant.
- b. Government Basic Need capital Grant.
- c. Section106 contributions from developers.
- d. Contributions from schools Devolved Formula Capital (DFC).
- e. Contributions from other Government grants including:
  - i. High Needs Provision Capital Allocation (HNPCA).
  - ii. Special Provision Capital Fund (SPCF).

5. In 2021 the DfE introduced a new methodology to calculate SCA allocations. Combined with an increase in the basic rate per pupil per year and an overall increase in national funding, this significantly increased the SCA received by SCC in 2021/22. We await DfE confirmation of our 2022/23 allocation, therefore the School's Capital Programme is based on an **estimated SCA of £8m**. The programme will need to be reviewed once the funding allocation is announced to ensure affordability and that investment is targeted in SCC maintained schools (excluding Basic Need).

6. The DfE previously confirmed that the Basic Need allocation for SCC 2022/23 is £0 as they deem the need for additional school places in Staffordshire to be because of housing developments. They did however confirm a 2023/24 allocation of £2,010,674.

7. Further targeted funding in the form of the High Needs Provision Capital Allocation (HNPCA) was announced on 25 March 2021 to support local authorities to deliver new places and improve existing provision for children and young people with SEND, particularly those with more complex needs, and for those pupils that require alternative provision, which we collectively refer to as 'high needs' provision. HNPCA funding has been allocated to LAs proportionally, based on each local authority's estimated share of future growth in the high needs' pupil population. Whilst this funding is primarily to assist local authorities deliver new places needed for September 2022, it is for local authorities to determine

how to best use the funding to meet local priorities. SCC's HNPCA allocation is £2,441,300.

8. Table 1 provides a breakdown of the funding for 2022/23.

Table 1.

Available Funding 2022/23	£
LA School Capital Allocation (SCA) 2022/23 - ESTIMATED	8,000,000
LA School Capital Allocation (SCA) Re-phased from Previous Years	1,834,627
* Basic Need Allocation 2022/23	-
Basic Need Re-phased from Previous Years	15,169,860
SEND Special Provision Capital Fund Re-phased from Previous Years	512,036
SEND High Needs Provision Capital Allocation (HNPCA) 2021/22 Re-phased	2,400,000
<b>Total Supported Capital Expenditure</b>	<b>27,916,523</b>
Other Grant	13,625
S106 Contributions	7,496,315
<b>TOTAL Capital Funding</b>	<b>35,426,463</b>

\* The Allocations for Education Block are not ring-fenced, and their precise allocation can be determined locally. There are significant areas of County Council activity, such as Economic Development, Waste Management, Libraries etc., which receives no such allocation, and the County Council is required to identify alternative sources of funding to undertake any capital projects in these areas. The prime source of such funding has traditionally been capital receipts. For several years, Cabinet has agreed that this funding should be enhanced by a 5% top-slice of Education and Highways Maintenance capital resources to provide Cabinet with some flexibility and 'headroom' to facilitate projects in other areas.

### Planned Replacement Programme

9. Condition surveys of schools are conducted on a 3-year rolling programme to assess the condition of the buildings. This information is held in a database which identifies the most urgent categories of need. Every school has been provided with an Asset Management Plan (AMP) on which local decisions on capital projects can be made. The condition grades are:

- a. Good – performing as intended with day-to-day servicing needs only.
- b. Satisfactory – performing as intended but with minor deterioration.

- c. Poor – not performing as intended or with major defects.
  - d. Bad – life expired and/or at serious risk of imminent failure.
10. The latest AMP condition survey information identifies work totalling £26.5m in the 3 highest priority categories (excluding Academies and Voluntary Aided schools), with work to the value of circa £2.7m identified under priority 1. Previous programmes of maintenance work have focussed on the priorities identified in the AMP, and these have been successful in addressing a significant amount of condition backlog issues. These figures don't consider the works completed in 2021/22.
11. The Planned Maintenance approach enables a co-ordinated programme of repairs and allows resources to be targeted where they are most needed to reduce the effects of unsatisfactory premises on pupils' education. As part of the due diligence process Academy sponsors will wish to ensure that the buildings are in a good state of repair. The Maintenance Programme forms the basis for ensuring that buildings can be transferred in a safe and satisfactory condition.

### **Climate Change/Sustainability Programme**

12. Tackling climate change is one of the key principles underpinning everything we're committed to do in our Strategic plan. The Climate Change Act was passed in 2008 and established a framework to develop an economically credible emissions reduction path. In 2019, the UK became the first major economy to pass a law requiring the UK to bring all greenhouse gas emissions to net-zero by 2050. This means that the country needs to remove as much carbon from the atmosphere as it emits. As a council, SCC declared a climate change emergency in July 2019 and are determined to reach carbon net zero by 2050 across every aspect of our service provision and estate. [Failure to comply with the legislation carries](#) significant financial penalties. The County Council is committed to helping save energy and reduce carbon emissions and energy saving features are incorporated into building projects wherever possible. Our carbon baseline is around 37,000 tonnes (tCO<sub>2</sub>e). This figure would have been significantly higher if not for innovative solutions we've already put in place to reduce our impact on the environment. Around half of Staffordshire's CO<sub>2</sub> emissions are due to buildings and some 80% of the property assets are schools. The challenge is now to remove the remaining 37,000 tonnes of carbon emissions and the school estate has a vital role to play in meeting increasing CO<sub>2</sub> reduction targets. It's expected that schools will make a financial contribution to any projects carried out to achieve this.

13. Since January 2021, wholesale gas prices have risen 250 per cent across the world which has also driven up the cost of electricity. Schools face an added problem because of guidance from the DfE to “keep windows and doors open as much as possible due to air circulation to prevent Covid19”. As the biggest revenue costs after staffing, we need to reduce costs to limit the burden on school resources. It is essential that capital funding is made available for programmes to replace inefficient heating systems; upgrade old pipework; install new energy controls that monitor usage; upgrade/improve insulation and installing new LED lighting. Prioritisation methodology targets schools where modernising plant or equipment provides best value returns on investment. In addition to direct financial savings, the investment provides a better learning environment for staff and students through improved heating & lighting.
14. It is important to note that in addition to the targeted sustainability projects, many of our other investments improve our carbon footprint with the schools becoming more energy efficient.

### **Priority Capital Projects Programme**

15. Staffordshire recognises the importance that the school environment has in educational attainment and that capital investment is essential to support projects that are not driven by condition. The impact of re-modelling or refurbishing areas to provide more suitable facilities is significant. Research carried out by the University of Salford (‘Clever Classrooms’) revealed that the environmental factors of a classroom can have significant impact upon the learning and academic progress of students. The report revealed that progress could be improved by as much as 16 per cent in just one year with considered implementation of positive air quality, decor, and natural light.
16. The Priority Capital Projects Portfolio encourages schools to use some of their Devolved Formula Capital (DFC), variable dependant on the size of the project/school circumstances to contribute to the works enabling the funding to stretch further.
17. The Development Officers work with schools to identify priority projects in their areas and liaise with the schools about making financial contributions to potential projects. All projects are assessed, weighted, and ranked so that a ‘cut-off’ point can be established as to which projects the capital funding available can support. If savings are achieved, then the next project on the list is added to the portfolio. Care is taken to spread SCC funding as evenly across the county as possible whilst still addressing the highest priorities.

## **Refurbishment of Toilets**

18. Historically, the design of school toilets has generally not been good for a complex set of reasons. Typically, children are reluctant to use them; when they are used, they are often the centre of behaviour and discipline problems. Prominent amongst the consequences are health problems and dehydration problems. Dehydrated children work less well. Ill children stay away; bullied children carry the pain for life.
19. There is considerable evidence highlighting the current issues with school toilets and the effects these have on pupils. An effective layout, high quality fittings and finishes, efficient cleaning, and maintenance, together with good access policies, are all essential to ensure that school facilities are valued. Overcoming common problems – such as the negative effects on short and long-term health caused by pupils avoiding drinking enough water or visiting the toilet – can have a positive influence on pupils' welfare, willingness, and ability to learn, their behaviour, morale, and attendance levels.
20. For a number of years SCC have invested in programmes to address the worst identified areas but a considerable number of schools where toilet refurbishment is a priority have been identified and we will endeavour to complete as many projects as possible from the list in accordance with the funding allocation.

## **Replacement/Removal of Temporary Buildings**

21. Analysis of the AMP database indicates that there remains an amount of temporary/mobile accommodation in use across the county. Temporary accommodation is normally placed on a school to fulfil an urgent need and often to cater for increases in pupil numbers.
22. Many of these buildings are reaching the end of their useful lifespan; inaccessible to some students, parents, and staff; and with outdated heating, lighting, and technology they're inefficient and expensive to run. It is recognised that investment in a programme of replacement/removal of temporary/mobile buildings is important, not only in raising educational standards but also to reducing the carbon footprint (given their poor thermal performance).
23. Projects where condition dictates that repairs are no longer a real option are considered for inclusion in the capital programme. Where the accommodation is still required, temporary classroom units will be replaced with new buildings which will be more energy efficient and provide an enhanced environment for teaching and learning. The use of

modular buildings or off-site construction will be evaluated for cost effectiveness before permanent buildings are considered.

### **Special Educational Needs and Disability (SEND)**

24. SCC believe that all children and young people, irrespective of background or needs, are entitled to a good education that enables them to fulfil their potential. Improving access to education, participation in the school curriculum and educational achievement for pupils with disabilities is vital to ensure equality of opportunity, to support pupils to reach their educational potential and improve their future outcomes (draft Accessibility Strategy 2021).
25. There are 23 maintained and academy Special Schools (5 of the special schools have residential education provision and some have listed building status) and 6 maintained and academy Pupil Referral Units (PRU) and AP within Staffordshire with approximately 2,500 pupils in attendance. In addition, there are 3 Autism Outreach Centres based at 3 mainstream High Schools and a Speech Language Centre based at a mainstream Primary school. SCC also developed short stay resource bases within mainstream settings to support pupils who do not have an EHCP as a preventative initiative. At the end of December 2021, there are 6,400 pupils with Education Health Care Plans (EHCPs).
26. SCC was allocated £2.4m High Needs Provision Capital Allocation (HNPCA) in 2021/22. The aim of the funding is to deliver new school places and improve existing provision in education settings for pupils with SEND, particularly those with more complex needs and an Education, Health and Care Plan (EHCP). The funding can also be used to support SEND pupils and pupils that require Alternative Provision without an EHCP.
27. Following consultation SCC will use the HNPCA to deliver projects which involve:
  - a. The development of resource bases at mainstream schools for children with EHCP's and SEN support with Social, Emotional and Mental Health needs and/or Autistic Spectrum Condition (ASC).
  - b. Partnership working and co-location of specialist provision on mainstream sites.
  - c. Increasing capacity in specialist provision to reduce the need to access placements at independent schools/out of county provision.
28. Schools were invited to apply for the funding and applications are currently being evaluated.

## **Basic Need**

29. The County Council has a statutory duty to ensure that there are enough school places in the area, promote high educational standards, ensure fair access to educational opportunity, and promote the fulfilment of every child's educational potential. Staffordshire's highest priority for investment in schools is the provision of new places to meet basic need. The process of school place planning is complex in terms of the housing market in each area of the county; receipt of capital funding from government and developers; the use of Community Infrastructure Levy (CIL) at some Local Planning Authorities; changes in parental preference and individual school performance; births and inward and outward migration; new government legislation and policy; building costs; the increasing number of autonomous academies. All these factors combine to create a volatile environment.
30. Consideration of projected numbers from population trends and planned housing development within the county clearly demonstrate where there is a need to expand provision to meet growth. The projected number of additional places required by 2031 is circa 6,700 for mainstream primary and 2,900 for mainstream secondary education. Communities will look to us to work creatively and ensure that new school buildings are value for money. Officers are continually monitoring numbers, securing S106 funding and updating the basic need requirements for each area as more information becomes available.

## **Proposed Investment 2022/23**

31. Table 2 provides the profile of the proposed areas of investment in the Schools Capital Programme 2022/22. A breakdown of the individual projects can be seen in Appendices 1 to 6.

Table 2.

<b>Proposed Maintenance/Improvement Projects</b>	<b>£</b>
New Starts - Planned Replacement Programme Maintenance	1,711,734
New Starts - Planned Replacement Programme Sustainability	1,828,887
New Starts - Climate Change/Sustainability Programme	1,016,768
New Starts - Priority Capital Projects	1,258,696
New Starts - Toilet Refurbishment Projects	482,233
New Starts - Temporary/Modular Replacement Projects	502,425
New Starts - Health and Safety	500,000
New Starts - Support for CIL Bids	400,000
Continuation of 2021/22 Phase 2 Projects Previously Approved	1,163,752
Completion of Previous Years Projects	254,500
Feasibility, Legal Costs and Fees	870,000
SEND Special Provision Capital Fund Re-phased from Previous Years	512,036
SEND High Needs Provision Capital Allocation (HNPCA)	2,400,000
Basic Need Projects	22,666,175
<b>TOTAL Capital Programme</b>	<b>35,567,206</b>

## Strategic Priorities

32. In the current economic climate, where there is a considerable degree of uncertainty around the provision of capital funding to support schools and education, it is imperative that the County Council has a pre-determined set of priorities already in place so that it has the flexibility and responsiveness it will need to act on those capital funding streams as soon as they become available.
33. There will continue to be more demand for capital investment than there will be resources available to meet that demand. In turn this will mean that choices, sometimes very difficult choices, will have to be made. The County Council is committed to ensuring that the process of determining priorities for capital investment is open and transparent. Key features of this approach include:

- a. consultation with the Deputy Chief Executive and Director for Families and Communities, the Cabinet Member for Education (and SEND) and the County Commissioner for Access to Learning to determine local priorities.
  - b. published criteria for the assessment of priorities in the Asset Management Plan, and open access to the information held within it on all schools (Planned Maintenance Programme).
  - c. consultation with all relevant partners, including schools and the three Dioceses, both directly and through the Local Management of Schools Consultative Committee (LMSCC).
  - d. consultation with the Assistant Director for Education, Strategy, and Improvement.
34. In accordance with these principles and approaches, the following strategic priorities have been identified for capital investment in schools:
- a. securing enough school places, both the provision of new places where numbers are increasing, and the removal of surplus places, so that resources available to schools are used most efficiently.
  - b. develop 'in-county' provision for children and young people with Special Educational Needs and Disability (SEND) and vulnerable groups providing them access to the right support at the right time in the right way so that they can access high quality learning and skills opportunities so that they can realise their aspirations and lead a fulfilling and independent life.
  - c. meeting climate change and sustainability targets.
  - d. improving educational standards by addressing highest priority condition issues ensuring schools are safe, warm, and dry through the Planned Maintenance Programme.
  - e. delivering projects that make a difference to the school environment that are not condition driven but will have a significant impact through the Priority Capital Projects Portfolio.
  - f. refurbishment of toilet facilities that are designed and fitted out to a standard that discourages anti-social behaviour and vandalism.
  - g. ensuring that Staffordshire's Pathway schools are fit for purpose to allow children with mobility problems access to mainstream education.

### **Programme Management**

35. Approval is sought for the Assistant Director for Commercial and Assets to continue with the practice of monitoring progress and making any necessary in-year alterations in agreement with the Cabinet Member for Education (and SEND).
36. Approval is sought to continue with the practice of bringing forward capital works to offset slippage on individual projects to ensure that the

capital programme achieves budget targets 'in year'. There are provisional plans to bring forward c£141k of works above an overall programme of £35.42m in 2022/23. These provisions are based on previous years programme performance and the intention is to finance some of the 'advance-spend' from savings made in procuring the programme. Provision will be made in 2023/24 to finance any outstanding balance.

### **Procurement of Works**

37. Construction Projects – in line with Staffordshire County Council's ('Council') own Procurement Regulations, it is a requirement to utilise a 3rd party contract vehicle where available. The Council will procure construction projects from the Construction West Midlands ('CWM') Framework Agreement (an arrangement procured and led by Birmingham City Council, Solihull Metropolitan Borough Council and Sandwell Metropolitan Borough Council). Commencing October 2020 for a period of 4 years (with the option for an extra 2), this arrangement has been procured compliantly, will see project values of up to £2b, mimics the ethos and operation of the typical construction Framework which the Council would wish to procure, and allows access to a governance team that is driving developments in framework best practice at a regional and national level. The Council does also recognise the competence and professional delivery of the providers recently appointed to this arrangement with many already working with the Council and its partner on current projects.
38. Maintenance Works – will continue to be procured in line with the Councils Procurement Regulations, turning to our own Framework arrangements where applicable.

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

Community Impact Assessment - Summary Document

Appendix 1 - Planned Replacement Programme 2022/23

Appendix 2 – Climate Change/Sustainability Programme 2022/23

Appendix 3 – Priority Capital Projects 2022/23

Appendix 4 – Toilet Refurbishment Programme 2022/23

Appendix 5 – Modular Replacement Programme 2022/23

Appendix 6 – Basic Need Projects

Appendix 7 - Statement of Priorities 2022 - 2027

## Contact Details

**Assistant Director:** Ian Turner, Assistant Director for Commercial and Assets

**Report Author:** Jason Wilkinson  
**Job Title:** Schools Programme Delivery Manager  
**Telephone No.:** Telephone No. 07800 626558  
**E-Mail Address:** Jason.wilkinson@staffordshire.gov.uk

## 2022-23 List of Planned Maintenance Projects across All Districts

DFE	District	School	Work Element	Rationale
2177	1. Cannock Chase	Bridgtown Primary School	External - Drainage	Safe Warm Dry
3040	1. Cannock Chase	Chadsmoor CofE (VC) Junior School	Fire Safety works	Safe Warm Dry
2180	1. Cannock Chase	Five Ways Primary School	Mechanical - Heating	Decarbonisation - Mechanical Works
2386	1. Cannock Chase	Gorsemoor Primary School	Roof Repair/Replace	Decarbonisation - Roofs
3139	1. Cannock Chase	Hob Hill CE/Methodist (VC) Primary School	Roof Repair/Replace	Decarbonisation - Roofs
3139	1. Cannock Chase	Hob Hill CE/Methodist (VC) Primary School	Mechanical - Pipework	Decarbonisation - Mechanical Works
2369	1. Cannock Chase	Jerome Primary School	External - Playground	Healthy Pupil - Playground Resurfacing
3492	1. Cannock Chase	St Lukes CofE Primary School	Roof Repair/Replace	Decarbonisation - Roofs
2184	1. Cannock Chase	West Hill Primary School	Roof Repair/Replace	Decarbonisation - Roofs
2411	2. Lichfield	Chase Terrace Primary School	Mechanical - Pipework	Decarbonisation - Mechanical Works
3076	2. Lichfield	Christ Church CE(VC) Primary School, Lichfield	Internal - Ceiling/Lighting	Safe Warm Dry
2416	2. Lichfield	Holly Grove Primary School	Internal - Ceiling/Lighting	Safe Warm Dry
4087	2. Lichfield	King Edward VI School - Lichfield	Roof Repair/Replace	Decarbonisation - Roofs
2203	2. Lichfield	Millfield Primary School	External - Playground	Healthy Pupil - Playground Resurfacing
2216	2. Lichfield	Thomas Barnes Primary School	External - Steps	Safe Warm Dry
2216	2. Lichfield	Thomas Barnes Primary School	Windows - Repair/Replace	Decarbonisation - Windows
2309	2. Lichfield	Whittington Primary School	External - Playground	Healthy Pupil - Playground Resurfacing
2340	2. Lichfield	Willows Primary School	Windows - Repair/Replace	Safe Warm Dry
2340	2. Lichfield	Willows Primary School	Internal - Flooring	Safe Warm Dry
3137	3. Newcastle	Baldwins Gate CofE(VC) Primary School	Electrical - Throughout	Safe Warm Dry
2218	3. Newcastle	Dove Bank Primary School	Mechanical - Hot water system	Decarbonisation - Mechanical Works
2218	3. Newcastle	Dove Bank Primary School	External - Playground	Healthy Pupil - Playground Resurfacing
2251	3. Newcastle	Hassell Primary School	Internal - Flooring	Safe Warm Dry
2251	3. Newcastle	Hassell Primary School	Mechanical - Pipework	Decarbonisation - Mechanical Works
3026	3. Newcastle	Hugo Meynell CofE (VC) Primary School	Roof Repair/Replace	Decarbonisation - Roofs
3026	3. Newcastle	Hugo Meynell CofE (VC) Primary School	Internal - Ceiling/Lighting	Decarbonisation - Electrical
2226	3. Newcastle	Springhead Primary School	Electrical - Throughout	Safe Warm Dry
3091	3. Newcastle	St Chad's CofE (C) Primary School	Mechanical - Pipework	Safe Warm Dry
3069	3. Newcastle	St John's CofE (C) Primary School	External - Drainage	Safe Warm Dry
3093	3. Newcastle	St Luke's CofE (C) Primary School	Mechanical - Boilers	Decarbonisation - Mechanical Works
3093	3. Newcastle	St Luke's CofE (C) Primary School	Roof Repair/Replace	Safe Warm Dry
3094	3. Newcastle	St Margaret's CofE (VC) Junior School	External - Retaining Wall	Grounds Maintenance
2263	3. Newcastle	Westlands Primary School	Mechanical - Boilers	Decarbonisation - Mechanical Works
4067	4. Staffs Moorlands	Blythe Bridge High School	Windows - Repair/Replace	Safe Warm Dry
3000	4. Staffs Moorlands	Forsbrook CofE Controlled Primary School	External - Carpark/Driveway	Grounds Maintenance
2166	4. Staffs Moorlands	Squirrel Hayes First School	Windows - Repair/Replace	Safe Warm Dry
3035	4. Staffs Moorlands	St Anne's CofE (VC) Primary School	Mechanical - Hot water system	Safe Warm Dry
3027	5. Stafford	Barlaston First School	Fire Safety works	Safe Warm Dry
2406	5. Stafford	Burton Manor Primary	Roof Repair/Replace	Decarbonisation - Roofs
2208	5. Stafford	Fulford Primary School	Roof Repair/Replace	Decarbonisation - Roofs

## 2022-23 List of Planned Maintenance Projects across All Districts

DFE	District	School	Work Element	Rationale
4181	5. Stafford	King Edward VI High - Stafford	Mechanical - Boilers	Decarbonisation - Mechanical Works
2315	5. Stafford	Springfield First School, Yarnfield	Electrical - Distribution Boards	Safe Warm Dry
3112	5. Stafford	St. Michael's First School	Electrical - Distribution Boards	Safe Warm Dry
5402	5. Stafford	Stafford Manor	Windows - Repair/Replace	Decarbonisation - Windows
2400	5. Stafford	Tillington Manor	Roof Repair/Replace	Decarbonisation - Roofs
4142	5. Stafford	Walton Priory Middle	External - Drainage	Safe Warm Dry
4142	5. Stafford	Walton Priory Middle	Windows - Repair/Replace	Decarbonisation - Windows
4517	6. South Staffs	Bilbrook Middle	Windows - Repair/Replace	Decarbonisation - Windows
2396	6. South Staffs	Blakeley Heath Primary	External - Playground	Healthy Pupil - Playground Resurfacing
4075	6. South Staffs	Codsall Community High School	Windows - Repair/Replace	Decarbonisation - Windows
2372	6. South Staffs	Perton First School	Mechanical - Boilers	Decarbonisation - Mechanical Works
4170	6. South Staffs	Perton Middle	Refurbishment/Remodelling	Safe Warm Dry
4170	6. South Staffs	Perton Middle	Mechanical - Heating Controls	Decarbonisation - Mechanical Works
3116	6. South Staffs	St. John's, Swindon	Roof Repair/Replace	Safe Warm Dry
2397	6. South Staffs	Westfield Primary	Mechanical - Boilers	Decarbonisation - Mechanical Works
1111	7. East Staffs	Burton PRU	Windows - Repair/Replace	Decarbonisation - Windows
2123	7. East Staffs	Christchurch Primary School	External - Playground	Healthy Pupil - Playground Resurfacing
3500	7. East Staffs	Riverview Primary School	Windows - Repair/Replace	Decarbonisation - Windows
3500	7. East Staffs	Riverview Primary School	Roof Repair/Replace	Decarbonisation - Roofs
3084	7. East Staffs	St Peters CE(VC) First School, Marchington	Mechanical - Pipework	Decarbonisation - Mechanical Works
3084	7. East Staffs	St Peters CE(VC) First School, Marchington	External - Carpark/Driveway	Grounds Maintenance
2140	7. East Staffs	Tower View Primary School	Windows - Repair/Replace	Decarbonisation - Windows
2140	7. East Staffs	Tower View Primary School	Roof repair/replace	Decarbonisation - Roofs
2370	8. Tamworth	Amington Heath Primary School and Nursery	External - Playground	Healthy Pupil - Playground Resurfacing
2370	8. Tamworth	Amington Heath Primary School and Nursery	Roof Repair/Replace	Decarbonisation - Roofs
2346	8. Tamworth	Hanbury's Farm Community Primary School	Windows - Repair/Replace	Decarbonisation - Windows
2348	8. Tamworth	Oakhill Primary School	Roof Repair/Replace	Decarbonisation - Roofs
1105	County Wide	Bridge Short Stay School	External - Playground	Healthy Pupil - Playground Resurfacing
1105	County Wide	Bridge Short Stay School	External - Playground	Healthy Pupil - Playground Resurfacing
7000	County Wide	Chasetown Community School	External - Playground	Healthy Pupil - Playground Resurfacing
	County Wide	Various	AMP Surveys	AMP Surveys

## 2022-23 List of Climate Change Projects across All Districts

DFE	District	School	Work Element	Rationale
2355	1. Cannock Chase	Chancel Primary School	Mechanical - Boilers	Decarbonisation - Mechanical Works
3494	1. Cannock Chase	Chase View Community Primary School	Mechanical - Boilers	Decarbonisation - Mechanical Works
4066	1. Cannock Chase	Norton Canes High School	Internal - Ceiling/Lighting	Decarbonisation - Electrical
4066	1. Cannock Chase	Norton Canes High School	Mechanical - Boilers	Decarbonisation - Mechanical Works
2413	2. Lichfield	Fulfen Primary School	Mechanical - Boilers	Decarbonisation - Mechanical Works
2413	2. Lichfield	Fulfen Primary School	Mechanical - Hot water system	Decarbonisation - Mechanical Works
2309	2. Lichfield	Whittington Primary School	Mechanical - Heating	Decarbonisation - Mechanical Works
3091	3. Newcastle	St Chad's CofE (C) Primary School	Internal - Ceiling/Lighting	Decarbonisation - Electrical
2164	4. Staffs Moorlands	Moor First School	Internal - Ceiling/Lighting	Decarbonisation - Electrical
3027	5. Stafford	Barlaston First School	Internal - Ceiling/Lighting	Decarbonisation - Electrical
3028	5. Stafford	Berkswich Primary	Mechanical - Heating	Decarbonisation - Mechanical Works
2208	5. Stafford	Fulford Primary School	Internal - Ceiling/Lighting	Decarbonisation - Electrical
5402	5. Stafford	Stafford Manor	Roof Insulation	Decarbonisation - Roofs
2400	5. Stafford	Tillington Manor	Internal - Ceiling/Lighting	Decarbonisation - Electrical
2306	6. South Staffs	Bhylls Acre Primary	Internal - Ceiling/Lighting	Decarbonisation - Electrical
4517	6. South Staffs	Bilbrook Middle (and Lane Green)	Mechanical - Heating	Decarbonisation - Mechanical Works
2396	6. South Staffs	Blakeley Heath Primary	Refurbishment and modernisation	Decarbonisation - Electrical
4075	6. South Staffs	Codsall Community High School	Roof Insulation	Decarbonisation - Roofs
2394	6. South Staffs	Landywood Primary	Mechanical - Boilers	Decarbonisation - Mechanical Works
3098	6. South Staffs	St. Chad's, Pattingham	Roof Insulation	Decarbonisation - Roofs
3116	6. South Staffs	St. John's Swindon	Mechanical - Boilers	Decarbonisation - Mechanical Works
2326	7. East Staffs	Thomas Russell Junior School	Mechanical - GAS upgrade	Decarbonisation - Mechanical Works
	County Wide	Various	Decarbonisation Survey	Decarbonisation Survey



## 2022-23 List of Priority Projects across All Districts

DFE	District	School	Work Element	Rationale
2177	1. Cannock Chase	Bridgtown Primary School	External - Fencing	Grounds Maintenance
2178	1. Cannock Chase	Chadsmoor Community Infants and Nursery School	External - Fencing	Grounds Maintenance
2355	1. Cannock Chase	Chancel Primary School	Extension	Extension/Refurbishment/Remodelling
2180	1. Cannock Chase	Five Ways Primary School	Refurbishment/Remodelling	Extension/Refurbishment/Remodelling
2180	1. Cannock Chase	Five Ways Primary School	External - Doors	Safe Warm Dry
2386	1. Cannock Chase	Gorsemoor Primary School	External - Playground	Healthy Pupil - Playground Resurfacing
2369	1. Cannock Chase	Jerome Primary School	Refurbishment/Remodelling	Extension/Refurbishment/Remodelling
3025	2. Lichfield	All Saints CofE (C) Primary School	Refurbishment/Remodelling	Extension/Refurbishment/Remodelling
2327	2. Lichfield	Hayes Meadow Primary School	Refurbishment/Remodelling	Extension/Refurbishment/Remodelling
2216	2. Lichfield	Thomas Barnes Primary School	Extension	Extension/Refurbishment/Remodelling
2251	3. Newcastle	Hassell Primary School	Refurbishment/Remodelling	Extension/Refurbishment/Remodelling
2251	3. Newcastle	Hassell Primary School	External - Fencing	Grounds Maintenance
3026	3. Newcastle	Hugo Meynell CofE (VC) Primary School	Refurbishment/Remodelling	Extension/Refurbishment/Remodelling
2256	3. Newcastle	May Bank Infants' School	Refurbishment/Remodelling	Extension/Refurbishment/Remodelling
2157	3. Newcastle	Ravensmead Primary School	External - Playground	Healthy Pupil - Playground Resurfacing
2157	3. Newcastle	Ravensmead Primary School	External - Fencing	Grounds Maintenance
2226	3. Newcastle	Springhead Primary School	Refurbishment/Remodelling	Extension/Refurbishment/Remodelling
2226	3. Newcastle	Springhead Primary School	Refurbishment/Remodelling	Extension/Refurbishment/Remodelling
3091	3. Newcastle	St Chad's CofE (C) Primary School	Internal - Flooring	Safe Warm Dry
3091	3. Newcastle	St Chad's CofE (C) Primary School	Refurbishment/Remodelling	Extension/Refurbishment/Remodelling
3093	3. Newcastle	St Luke's CofE (C) Primary School	Refurbishment/Remodelling	Extension/Refurbishment/Remodelling
4067	4. Staffs Moorlands	Blythe Bridge High School	External - Fencing	Grounds Maintenance
2191	4. Staffs Moorlands	Cheadle Primary School	Extension	Extension/Refurbishment/Remodelling
3000	4. Staffs Moorlands	Forsbrook CofE Controlled Primary School	External - Fencing	Grounds Maintenance
3000	4. Staffs Moorlands	Forsbrook CofE Controlled Primary School	Externals - Carpark/Driveway	Grounds Maintenance
3110	5. Stafford	All Saints' First, Standon	Extension	Extension/Refurbishment/Remodelling
4181	5. Stafford	King Edward VI High - Stafford	Refurbishment/Remodelling	Extension/Refurbishment/Remodelling
7037	5. Stafford	Marshlands Special School	Mechanical - Heating	Safe Warm Dry
3117	5. Stafford	Tittensor First School	Extension	Extension/Refurbishment/Remodelling
4517	6. South Staffs	Bilbrook Middle	Refurbishment/Remodelling	Extension/Refurbishment/Remodelling
2396	6. South Staffs	Cheslyn Hay Primary	External - Fencing	Grounds Maintenance
2393	6. South Staffs	Cheslyn Hay Primary	Mechanical - Heating	Safe Warm Dry
2372	6. South Staffs	Perton First School	Refurbishment/Remodelling	Extension/Refurbishment/Remodelling
2222	7. East Staffs	Talbot First School Uttoxeter	Toilets	Extension/Refurbishment/Remodelling
2132	7. East Staffs	Victoria Community School (and Orchard Annexe)	External - Building Fabric	Safe Warm Dry
2132	7. East Staffs	Victoria Community School (and Orchard Annexe)	Refurbishment/Remodelling	Extension/Refurbishment/Remodelling
2322	8. Tamworth	Ashcroft Infants' School	Extension	Extension/Refurbishment/Remodelling
7023	County Wide	Hednesford Valley High School	Refurbishment/Remodelling	Extension/Refurbishment/Remodelling



## 2022-23 List of Toilet Refurbishment Projects across All Districts

DFE	District	School	Work Element	Rationale
2386	1. Cannock Chase	Gorsemoor Primary School	Toilet Refurbishment	Toilet Refurbishment
2369	1. Cannock Chase	Jerome Primary School	Toilet Refurbishment	Toilet Refurbishment
3076	2. Lichfield	Christ Church CE(VC) Primary School, Lichfield	Toilet Refurbishment	Toilet Refurbishment
4087	2. Lichfield	King Edward VI School - Lichfield	Toilet Refurbishment	Toilet Refurbishment
2309	2. Lichfield	Whittington Primary School	Toilet Refurbishment	Toilet Refurbishment
3026	3. Newcastle	Hugo Meynell CofE (VC) Primary School	Toilet Refurbishment	Toilet Refurbishment
3026	3. Newcastle	Hugo Meynell CofE (VC) Primary School	Toilet Refurbishment	Toilet Refurbishment
4067	4. Staffs Moorlands	Blythe Bridge High School	Toilet Refurbishment	Toilet Refurbishment
4067	4. Staffs Moorlands	Blythe Bridge High School	Toilet Refurbishment	Toilet Refurbishment
3000	4. Staffs Moorlands	Forsbrook CofE Controlled Primary School	Toilet Refurbishment	Toilet Refurbishment
3112	5. Stafford	St. Michael's First School	Toilet Refurbishment	Toilet Refurbishment
4142	5. Stafford	Walton Priory Middle	Toilet Refurbishment	Toilet Refurbishment
2396	6. South Staffs	Blakeley Heath Primary	Toilet Refurbishment	Toilet Refurbishment
4075	6. South Staffs	Codsall Community High School	Toilet Refurbishment	Toilet Refurbishment
3500	7. East Staffs	Riverview Primary School	Toilet Refurbishment	Toilet Refurbishment



## 2022-23 List of Temporary Building Replacement Projects across All Districts

DFE	District	School	Work Element	Rationale
2178	1. Cannock Chase	Chadsmoor Community Infants and Nursery School	Modular Replacement	Modular Replacement
2360	1. Cannock Chase	The John Bamford Primary School	Modular Replacement	Modular Replacement



### Basic Need Projects Requiring Cabinet Approval

School Org Reference	School	Proposed Year of Opening (Sept)**	Project	District	Current Estimated Cost*
T-P-04a	New School Tamworth Golf Course Phase 1	2024	New Primary School 1FE	Tamworth	£6,269,334
T-P-05	New School Dunstall Farm, Tamworth	2024	New Primary School 1FE	Tamworth	£6,269,334

\* Based on Staffordshire's standard school designs using BCIS All-in TPI from Q4 2020 which are updated annually. Actual costs may vary on a site-specific basis, as the cost of a school is dependent on many variable factors (including but not restricted to relevant building standards requirements, highway mitigation and issues relating to the proposed site itself) and cannot be applied uniformly. Project costs may increase between the date of this report and when the school is delivered.

\*\* Proposed year of opening is subject to change dependent upon local demographics and delivery of new housing.



# Staffordshire County Council

## Statement of Priorities

2022 – 2027

### FOREWORD

Staffordshire is a great place to live, work and invest where most people enjoy a good quality of life. There are over 400 schools and academies providing education for around 121,000 primary, middle, and secondary pupils. Every Staffordshire child deserves the best possible education and to leave school or college with the learning and skills they need to succeed in further education or the workplace. A strong economy relies on a high performing education system to produce the workforce of the future, and young people with the right skills, attitude, and ambition to meet the needs of our employers or to start a business of their own.

The number of schools in Staffordshire converting to academy status continues to increase. As of 01 July 2021, 70% (254) state funded schools in Staffordshire are now academies and this is expected to increase further. As a result of the Covid-19 pandemic, the priority for Staffordshire schools is to continue to provide high quality teaching and learning so that our young people achieve the education and skills outcomes that we expect for a county with the ambition of Staffordshire.

The purpose of this Statement of Priorities (StOP) document is to describe how Staffordshire County Council (SCC) will use capital investment in schools and educational settings to support the achievement of both local and national priorities and to explain the nature of building improvement measures required in schools to plan capital expenditure. The StOP is



dynamic and recognises that planned proposals may have to be put on hold or re-phased if emergency works are required or if Central Government requires new proposals on strategy and funding. Priorities that are contained within the StOP reflect both the Asset Management Plan (AMP) and as far as possible whole school issues. In addition to this, the priorities recognise the need to consider the pressure to provide school places in terms of areas of pupil growth and decline.

The schools' capital programme is designed to support the County Council in meeting its vision to be:

***"An innovative, ambitious and sustainable county, where everyone has the opportunity to prosper, be healthy and happy."***

This document will focus specifically on the priority **to improve education and skills provision in our schools so that more people can gain the training and qualifications they need to succeed** through our targeted investment in maintained schools.

The economic outfall from the Covid-19 pandemic and the potential impact that this might have on school place requirements will continue to be monitored and kept under review.

## **CONTEXT**

### **Capital Funding**

As in 2021/22, the allocation to the local authority consists of only two funding streams – Basic Need and School Condition Allocation (SCA). They are part of the Single Capital Pot allocation and can be used for all



local Children, Young People and Families priorities, not just in schools. Both streams can be used together.

**School Condition Allocation (SCA)** which replaced the former Capital Maintenance funding, is paid directly to the responsible body (SCC for maintained schools). SCA's consider the information collected through the national Property Data Survey programme (PDS) about the condition of schools and allocations are updated annually to reflect new or closing schools and where a school has moved to a new responsible body.

In 2021 the DfE introduced a new methodology to calculate SCA allocations. Combined with an increase in the basic rate per pupil per year and an overall increase in national funding, this significantly increased the SCA received by SCC in 2021/22. We await DfE confirmation of our 2022/23 allocation, therefore the School's Capital Programme is based on an **estimated SCA of £8m**. The programme will need to be reviewed once the funding allocation is announced to ensure affordability and that investment is targeted in SCC maintained schools (excluding Basic Need).

School Condition Allocation is for SCC Maintained schools and doesn't have to be used strictly for maintenance; it can also be used for improvement works. SCA for Academies, including those which have been approved but not yet converted, isn't included in the local authority's allocation.

Further targeted funding in the form of **the High Needs Provision Capital Allocation (HNPCA)** was announced on 25 March 2021 to support local authorities to deliver new places and improve existing provision for children and young people with SEND, particularly those with



more complex needs, and for those pupils that require alternative provision, which we collectively refer to as 'high needs' provision.

HNPCA funding has been allocated to LAs proportionally, based on each local authority's estimated share of future growth in the high needs' pupil population. Whilst this funding is primarily to assist local authorities deliver new places needed for **September 2022**, it is for local authorities to determine how to best use the funding to meet local priorities. SCC's HNPCA allocation is **£2,441,300**.

The main points to consider: -

- Funding is primarily intended to assist delivery of new places by September 2022 but can be rolled forward if required.
- Predominantly intended for school aged children but LA's can choose to spend it across the 0 – 25 age range.
- Mainly intended to meet the additional capital needs associated with new places for young people with complex needs or have EHCP's.
- Can be spent on provision outside of Staffordshire.
- Intended to increase the number of places available for pupils and students with high needs and/or adapt and improve facilities to expand their use or make available to a higher range of needs.
- Additional places **MUST** be created at good or outstanding schools else DfE permission is required.
- Funding is for Capital purposes only not revenue.
- LA's must consult with local parents, carers, young people, and providers on strategy.

In the Budget announcement 27 October 2021, the Chancellor announced a £2.6 billion pot of funding to create additional places and to improve the suitability and accessibility of existing buildings to drive up standards in



special education. The funding is for the 3-year period 2022/23 – 2024/25 and we await confirmation of SCC's allocation.

In April 2021 SCC were notified that a bid to the **Public Sector Decarbonisation Scheme (PSDS)** delivered by Salix Finance for just over £3,000,000 had been successful and we were awarded the funding subject to the ability to procure and pay for the works by the end of September 2021. Works were carried out in over 20 schools to replace boilers, upgrade controls, replace pipework, insulate etc., and completed within the timescale. We will submit bids for further rounds of funding as and when they are announced.

**Basic Need funding** is the money given to local authorities each year to help them fulfil their duty to make sure there are enough school places for children in their local area. It is expected to meet the needs for growth in pupil numbers in relation to all state funded schools in the county, including any Academies, although other funding streams such as Devolved Formula Capital and VA Capital funding may also be used for this purpose. The DfE monitors local authorities' expenditure on Basic Need via the School Capacity Survey to ensure that it is being targeted at the areas with the greatest need. As commissioner of school places, the local authority has responsibility for determining priorities for basic need.

The projected number of additional places required by 2031 is circa 6,700 for mainstream primary and 2,900 for mainstream secondary education. Our Basic Need Allocation for 2022/23 is £0 but on 25 February 2021 the DfE announced a 2023/24 Basic Need allocation for Staffordshire of £2,010,674, further illustrating the importance of S106 agreements/funding.



## **School Premises Regulations**

The Education Act 1996 places a duty on the Secretary of State to prescribe standards for the premises of all maintained schools in England and Wales. Those for England are set out in The School Premises (England) Regulations 2012 (SPRs) and they apply to all existing and new schools maintained by a local authority.

Similarly, the Education Act 2002 empowers the Secretary of State to prescribe standards for the premises of independent schools, which include Academies (including alternative provision Academies) and Free Schools. These are set out in Part 5 of The Education (Independent School Standards) (England) Regulations 2010 (ISS). The Act puts a duty on schools to exercise their functions with a view to safeguarding and promoting the welfare of children.

There are fewer regulations than previously, and they are less prescriptive, allowing schools more flexibility in how they use their premises. Many regulations state that provision must be 'suitable'. This is not precisely defined, but schools must consider the age, number and sex of pupils and any special requirements they have, when determining whether provision is suitable.

Any requirement that anything provided under these Regulations must be "suitable" means that it must be suitable for the pupils in respect of whom it is provided, having regard to their ages, numbers and sex and any special requirements they may have. A pupil has "special requirements" if the pupil has any needs arising from physical, medical, sensory, learning, emotional or behavioural difficulties which require provision which is additional to or different from that generally required by children of the same age in schools other than special schools.



## Strategic Priorities

In the current economic climate, where there is a considerable degree of uncertainty around the provision of capital funding to support schools and education, it is imperative that the County Council has a pre-determined set of priorities already in place so that it has the flexibility and responsiveness it will need to act on those capital funding streams as soon as they become available.

There will continue to be more demand for capital investment than there will be resources available to meet that demand. In turn this will mean that choices, sometimes very difficult choices, will have to be made. The County Council is committed to ensuring that the process of determining priorities for capital investment is open and transparent. Key features of this approach include:

- consultation with the Deputy Chief Executive and Director for Families and Communities, the Cabinet Member for Education (and SEND) and the County Commissioner for Access to Learning to determine local priorities.
- published criteria for the assessment of priorities in the Asset Management Plan, and open access to the information held within it on all schools (Planned Maintenance Programme).
- consultation with all relevant partners, including schools and the three Dioceses, both directly and through the Local Management of Schools Consultative Committee (LMSCC).
- consultation with the Assistant Director for Education Strategy and Improvement.



In accordance with these principles and approaches, the following strategic priorities have been identified for capital investment in schools:

- securing enough school places, both the provision of new places where numbers are increasing, and the removal of surplus places, so that resources available to schools are used most efficiently.
- improving educational standards by addressing highest priority condition issues ensuring schools are safe, warm, and dry through the Planned Maintenance Programme.
- meeting climate change and sustainability targets (carbon net zero by 2050) through programmes to replace inefficient heating systems; upgrade old pipework; install new energy controls; upgrade/improve insulation and installing new LED lighting.
- delivering projects that make a difference to the school environment that are not condition driven but will have a significant impact through the Priority Capital Projects Portfolio.
- refurbishment of toilet facilities that are designed and fitted out to a standard that discourages anti-social behaviour and vandalism.
- replacement/removal of aged and inefficient temporary buildings past their useful lifespan.
- ensuring that Staffordshire's Pathway schools are fit for purpose to allow children with mobility problems access to mainstream education.
- develop 'in-county' provision for children and young people with



Special Educational Needs, Disability (SEND) and vulnerable groups providing them access to the right support at the right time in the right way so that they can access high quality learning and skills opportunities so that they can realise their aspirations and lead a fulfilling and independent life.

### **Securing Sufficient School Places (Basic Need)**

The County Council has a statutory duty to ensure that there are enough school places in the area, promote high educational standards, ensure fair access to educational opportunity, and promote the fulfilment of every child's educational potential. Staffordshire's highest priority for investment in schools is the provision of new places to meet basic need. The process of school place planning is complex in terms of the housing market in each area of the county; receipt of capital funding from government and developers; the use of Community Infrastructure Levy (CIL) at some Local Planning Authorities; changes in parental preference and individual school performance; births and inward and outward migration; new government legislation and policy; building costs; the increasing number of autonomous academies. All these factors combine to create a volatile environment.

Consideration of projected numbers from population trends and planned housing development within the county clearly demonstrates where there is a need to expand provision to meet growth. Projected investment required in new basic need projects by 2031 is estimated circa £207m. Based on the way we currently pay for schools to be built or extended, the 5-year programme is funded but there is a forecast shortfall of funding in the long term. To meet this gap, communities will look to us to work creatively and ensure that new school buildings are value for money.



Officers are continually monitoring numbers, securing S106 funding and updating the basic need requirements for each area as more information becomes available.

## **Planned Maintenance Programme**

Condition surveys of schools are conducted on a 3-year rolling programme to assess the condition of the buildings (suitability and sufficiency information hasn't been collected for several years). This information is held in a database which identifies the most urgent categories of need. Every school has been provided with an Asset Management Plan (AMP) on which local decisions on capital projects can be made. The condition grades are: -

- A. Good – performing as intended with day-to-day servicing needs only**
- B. Satisfactory – performing as intended but with minor deterioration**
- C. Poor – not performing as intended or with major defects**
- D. Bad – Life expired and/or at serious risk of imminent failure**

The latest AMP condition survey information identifies work totalling £26.5m in the 3 highest priority categories (excluding Academies and Voluntary Aided schools), with work to the value of circa £2.7m identified under priority 1. Previous programmes of maintenance work have focussed on the priorities identified in the AMP, and these have been successful in addressing a significant amount of condition backlog issues. These figures don't consider the works completed in 2021/22.



The Planned Maintenance approach enables a co-ordinated programme of repairs and allows resources to be targeted where they are most needed to reduce the effects of unsatisfactory premises on pupils' education.

As part of the due diligence process Academy sponsors will wish to ensure that the buildings are in a good state of repair. The Maintenance Programme forms the basis for ensuring that building can be transferred in a safe and satisfactory condition.

### **Climate Change/Sustainability**

Tackling climate change is one of the key principles underpinning everything we're committed to do in our Strategic plan. The Climate Change Act was passed in 2008 and established a framework to develop an economically credible emissions reduction path. In 2019, the UK became the first major economy to pass a law requiring the UK to bring all greenhouse gas emissions to net-zero by 2050. This means that the country needs to remove as much carbon from the atmosphere as it emits. As a council, SCC declared a climate change emergency in July 2019 and are determined to reach carbon net zero by 2050 across every aspect of our service provision and estate. [Failure to comply with the legislation carries](#) significant financial penalties. The County Council is committed to helping save energy and reduce carbon emissions and energy saving features are incorporated into building projects wherever possible. Our carbon baseline is around 37,000 tonnes (tCO<sup>2</sup>e). This figure would have been significantly higher if not for innovative solutions we've already put in place to reduce our impact on the environment. Around half of Staffordshire's CO<sup>2</sup> emissions are due to buildings and some 80% of the property assets are schools. The challenge is now to remove the remaining 37,000 tonnes of carbon emissions and the school



estate has a vital role to play in meeting increasing CO<sup>2</sup> reduction targets. It's expected that schools will make a financial contribution to any projects carried out to achieve this.

Since January 2021, wholesale gas prices have risen 250 per cent across the world which has also driven up the cost of electricity. Schools face an added problem because of guidance from the DfE to "keep windows and doors open as much as possible due to air circulation to prevent Covid19". As the biggest revenue costs after staffing, we need to reduce costs to limit the burden on school resources.

It is essential that capital funding is made available for programmes to replace inefficient heating systems; upgrade old pipework; install new energy controls that monitor usage; upgrade/improve insulation and installing new LED lighting. Prioritisation methodology targets schools where modernising plant or equipment provides best value returns on investment. In addition to direct financial savings, the investment provides a better learning environment for staff and students through improved heating & lighting.

A Display Energy Certificate (DEC) is required for all schools with a total floor area of over 250m<sup>2</sup>. DEC's are intended to raise public awareness of energy use and inform visitors to public buildings about the energy use of a building. DEC's provide an energy efficiency rating of the building from A to G, where A is the most efficient and G is the least efficient and are based on the actual amount of metered energy used by the building over the last 12 months. The operational rating is a numerical indicator of the actual annual carbon dioxide emissions from the building. A carbon neutral building with zero CO<sub>2</sub> emissions would have an operational rating of 0, and a building that resulted in twice the typical CO<sub>2</sub> emissions would



have an operational rating of 200. The benchmark operational rating for a typical school building would be rated at a "D" 100.

It is important to note that in addition to the targeted sustainability projects, many of our other investments improve our carbon footprint with the schools becoming more energy efficient.

### **Priority Capital Projects Portfolio**

Staffordshire recognises the importance that the school environment has in educational attainment and that capital investment is essential to support projects that are not driven by condition. The impact of re-modelling or refurbishing areas to provide more suitable facilities is significant. Research carried out by the University of Salford ('Clever Classrooms') revealed that the environmental factors of a classroom can have significant impact upon the learning and academic progress of students. The report revealed that progress could be improved by as much as 16 per cent in just one year with considered implementation of positive air quality, décor, and natural light.

The Priority Capital Projects Portfolio encourages schools to use some of their Devolved Formula Capital (DFC), variable dependant on the size of the project/school circumstances to contribute to the works enabling SCC funding to stretch further.

The Development Officers work with schools to identify priority projects in their areas and liaise with the schools about making financial contributions to potential projects. All projects are assessed, weighted, and ranked so that a 'cut-off' point can be established as to which projects the capital funding available can support. If savings are achieved, then the next



project on the list is added to the portfolio. Care is taken to spread SCC funding as evenly across the county as possible whilst still addressing the highest priorities.

## **Refurbishment of Toilets**

Historically, the design of school toilets has generally not been good for a complex set of reasons. Typically, children are reluctant to use them; when they are used, they are often the centre of behaviour and discipline problems. Prominent amongst the consequences are health problems and dehydration problems. Dehydrated children work less well. Ill children stay away; bullied children carry the pain for life.

There is considerable evidence highlighting the current issues with school toilets and the effects these have on pupils. An effective layout, high quality fittings and finishes, efficient cleaning, and maintenance, together with good access policies, are all essential to ensure that school facilities are valued. Overcoming common problems – such as the negative effects on short and long-term health caused by pupils avoiding drinking enough water or visiting the toilet – can have a positive influence on pupils' welfare, willingness, and ability to learn, their behaviour, morale, and attendance levels.

For a number of years SCC have invested in programmes to address the worst identified areas but a considerable number of schools where toilet refurbishment is a priority have been identified and we will endeavour to complete as many projects as possible from the list in accordance with the funding allocation.



## **Replacement/Removal of Temporary Buildings**

Analysis of the AMP database indicates that there remains an amount of temporary/mobile accommodation in use across the county. Temporary accommodation is normally placed on a school to fulfil an urgent need and often to cater for increases in pupil numbers.

Many of these buildings are reaching the end of their useful lifespan; inaccessible to some students, parents, and staff; and with outdated heating, lighting, and technology they're inefficient and expensive to run. It is recognised that investment in a programme of replacement/removal of temporary/mobile buildings is important, not only in raising educational standards but also to reducing the carbon footprint (given their poor thermal performance).

Projects where condition dictates that repairs are no longer a real option are considered for inclusion in the capital programme. Where the accommodation is still required, temporary classroom units will be replaced with new buildings which will be more energy efficient and provide an enhanced environment for teaching and learning. The use of modular buildings or off-site construction will be evaluated for cost effectiveness before permanent buildings are considered.

## **Special Educational Needs**

Staffordshire SEND (Special Educational Needs and Disability) Strategy 2021 – 2026 sets out the vision and priorities for children and young people with SEND.



The vision is that *“all children and young people with SEND are given the opportunity to achieve everything that they can. They engage with the right support at the right time from their parents/carers, the community and the professionals that work with them to make this happen”*.

The strategy outlines four priorities to help to achieve the vision and enable improved outcomes and experiences for children and young people with SEND and their families, these are: -

- We communicate well with each other.
- We work in partnership to meet the needs of children and young people.
- We ensure that the right support is available at the right time.
- We encourage communities to be inclusive.

SCC promote inclusion of children and young people with SEND within education settings with the aim that children and young people are given the opportunity to be educated in their local mainstream education setting whenever it can meet their needs, accessing education close to home to help develop and maintain friendships and links within the local community. There is a commitment to early intervention to meet needs as early as possible. This is supported by the graduated response and the SEND and Inclusion District Model which enables a locally based partnership approach to meeting the needs of pupils with SEND.

## **Accessibility**

SCC believe that all children and young people, irrespective of background or needs, are entitled to a good education that enables them to fulfil their potential. Improving access to education, participation in the school curriculum and educational achievement for pupils with disabilities is vital



to ensure equality of opportunity, to support pupils to reach their educational potential and improve their future outcomes (draft Accessibility Strategy 2021).

The Draft Accessibility Strategy 2021 outlines how SCC will support those schools it is responsible for to: -

- Increase access to the curriculum for children and young people with disabilities.
- Improve the physical environment to increase access for children and young people with disabilities.
- Make information more accessible to children and young people with disabilities.

All schools have a statutory requirement to have an Accessibility Plan as outlined in the Equality Act 2010. The School Accessibility Plan should be based on the same principles as the local authority Accessibility Strategy and outline how the school will improve access to education for children and young people with disabilities over time. There should be a link between the school's SEN Information Report and their Accessibility Plan.

### **Mainstream Accessible Schools Network**

Across Staffordshire there are a range of schools that have been categorised in accordance with their accessibility status. This accessibility status is based on the physical environment and access within the school. The categories have been developed to raise awareness of accessible facilities available within education settings in their local area in order to meet the needs of children and young people. Schools are described as



'accessible' if they meet basic requirements such as level access, disabled toilet facilities, provision of ramps and chair lifts at internal level changes.

Recently built schools have been designed to be compliant with equalities legislation in force at the time, but this does not mean that they meet current legislative standards. Schools are described as 'accessible' if they meet basic requirements such as level access, disabled toilet facilities, provision of ramps and chair lifts at internal level changes. Compliance of door widths and rate of incline of ramps has not been checked for the purposes of this document; some schools may fail a full, current accessibility inspection if rigorously tested. Being described as 'accessible' is not a guarantee that the school meets the full requirements of the Equality Act 2010, which depends on the needs of each individual child.

In making decisions about the accessibility of a school it is acknowledged that the impact of a disability on a child or young person will be different. Under the requirement to make 'reasonable adjustments', set out in the Equality Act 2010, there is an expectation that all schools will do what they can within the scope of their facilities and resources to accept children and young people with a physical disability with some management.

A list of Staffordshire's Network of Accessible Schools is attached at Appendix 1.

## **Education Provision**

There are 23 maintained and academy Special Schools (5 of the special schools have residential education provision and some have listed building



status) and 6 maintained and academy Pupil Referral Units (PRU) and AP within Staffordshire with approximately 2,500 pupils in attendance.

In addition, there are 3 Autism Outreach Centres based at 3 mainstream High Schools and a Speech Language Centre based at a mainstream Primary school. SCC also developed short stay resource bases within mainstream settings to support pupils who do not have an EHCP as a preventative initiative.

At the end of December 2021, there are 6,400 pupils with Education Health Care Plans (EHCPs).

### **SEND Capital Investment Plans for 2022-23**

SCC was allocated £2.4m High Needs Provision Capital Allocation (HNPCA) in 2021/22. The aim of the funding is to deliver new school places and improve existing provision in education settings for pupils with SEND, particularly those with more complex needs and an Education, Health and Care Plan (EHCP). The funding can also be used to support SEND pupils and pupils that require Alternative Provision without an EHCP.

Following consultation SCC will use the HNPCA to deliver projects which involve: -

- The development of resource bases at mainstream schools for children with EHCP's and SEN support with Social, Emotional and Mental Health needs and/or Autistic Spectrum Condition (ASC).
- Partnership working and co-location of specialist provision on mainstream sites.



- Increasing capacity in specialist provision to reduce the need to access placements at independent schools/out of county provision.

Schools were invited to apply for the funding and applications are currently being evaluated.

In October 2021 the government announced additional funding for the 3-year period 2022/23 – 2024/25 to create 30,000 “high-quality” school places for children with SEND and improvements to the accessibility of existing buildings. We await confirmation of SCC’s allocation.

**Revised January 2022**



## Key to Appendices Classification

Category	Detail
Fully accessible	<p><b>GREEN</b> - Fully wheelchair-accessible - all (or at least 90% of) teaching areas are accessible to wheelchair users, there are lifts to upper floors where applicable, and disabled toilets are provided in all main buildings. In practice a <b>GREEN</b> school would not have to rearrange the timetable to cater for a child following the mainstream curriculum who uses a wheelchair.</p>
Partially accessible	<p><b>AMBER</b> - Partially wheelchair-accessible - a wheelchair user could follow a mainstream curriculum at the school, but a significant proportion of the site is upstairs and not accessible via a lift OR some main buildings do not have a disabled toilet OR one or more of the main entrances to your school has stepped access. In practice an <b>AMBER</b> school would have to undertake some rearrangement of the timetable to allow a wheelchair-user to receive a mainstream education AND/OR the child would have to take some circuitous routes around the site to reach teaching and recreational areas.</p>
Not accessible	<p><b>RED</b> - Not wheelchair-accessible - it would be impossible or very difficult for a wheelchair-user to learn alongside her/his disabled peers at the school, because, for example, all or most of the main buildings that have upper floors do not also have lifts OR there are an insufficient number of disabled toilets on site OR most of the main buildings and areas of the site are not accessible via level access or a ramp. In practice a <b>RED</b> school would have difficulty timetabling teaching to allow several wheelchair-users to receive a mainstream education.</p>

# Appendix 1 – Staffordshire’s Network of Accessible Schools



## Network of accessible schools for children and young people with physical disabilities

This document has been developed to help professionals make decisions which meet the needs of CYP, are financially efficient and raise awareness of parents / carers about accessible facilities available in their local area.

Recently built schools have been designed to be compliant with equalities legislation in force at the time, but this does not mean that they meet current legislative standards. Schools are described as 'accessible' if they meet basic requirements such as level access, disabled toilet facilities, provision of ramps and chair lifts at internal level changes. Compliance of door widths and rate of incline of ramps has not been checked for the purposes of this document; some schools may fail a full, current accessibility inspection if rigorously tested. Being described as 'accessible' is not a guarantee that the school meets the full requirements of the Equality Act 2010, which depends on the needs of each individual child.

In making decisions about the accessibility of a school it is acknowledged that there is a continuum of disability and accessibility. There will always be a degree of individual need and uniqueness. Under the requirement to make 'reasonable adjustments', set out in the Equality Act 2010, there is an expectation that all schools will do what they can within the scope of their facilities and resources to accept a CYP with a physical disability with some management.

For further advice schools should contact their designated Entrust District Property Officer.

	Fully Accessible
	Partially Accessible
	Not Accessible
	Unknown

District	High School	Junior/Middle Schools (Orange = Academy)	Cluster
East Staffs	4500 Abbot Beyne School		Burton H
East Staffs		2001 Anglesey Primary Academy (Was 5204 Anglesey Foundation Primary School)	Burton 2
East Staffs		2002 Scientia Academy	Burton 1
East Staffs		2132 Victoria Community School	Burton 1
East Staffs		2138 Edge Hill Junior School	Burton 3
East Staffs		2141 Violet Way Academy (Was Violet Lane Foundation Infant School)	Burton 3
East Staffs		2140 Tower View Primary School	Burton 5
East Staffs		2015 Kingfisher Academy (Was 2144 Belvedere Junior School)	Burton 1
East Staffs		2124 Grange Community School	Burton 1
East Staffs		2145 Eton Park Junior, a De Ferrers Trust Academy (was Eton Park Junior School)	Burton 1
East Staffs		2128 Lansdowne: A De Ferrers Trust Academy (was Lansdowne Infants School)	Burton 1
East Staffs		3144 Holy Trinity CE (C) Primary School	Burton 1
East Staffs		3495 Winshill Village Primary School (Was 2135 Winshill Infants & 2412 Bend Oak Junior schools)	Burton 5
East Staffs	4176 The de Ferrers Academy (Was de Ferrers Specialist Technical College)		Burton H
East Staffs		2002 Scientia Academy	Burton 1
East Staffs		2020 Horninglow Primary, a De Ferrers Trust Academy (was 2125 Horninglow Primary School)	Burton 1
East Staffs		2132 Victoria Community School	Burton 1
East Staffs		2145 Eton Park Junior School	Burton 1
East Staffs		2128 Lansdowne Infants School	Burton 1
East Staffs		2152 The Mosley Academy (Was Mosley Primary School)	Burton 1
East Staffs		2296 William Shrewsbury Primary School	Burton 1
East Staffs		2422 John of Rolleston Primary School	Burton 1
East Staffs		3119 Richard Wakefield CE (VC) Primary School	Burton 4
East Staffs		3501 Outwoods Primary School (Was 2143 Castle Park Infants & 2136 William Hutson Junior schools)	Burton 1
East Staffs	4055 Paget High School		Burton H
East Staffs		2002 Scientia Academy	Burton 1
East Staffs		2123 Christ Church Primary School	Burton 2
East Staffs		2015 Kingfisher Academy (Was 2144 Belvedere Junior School)	Burton 1
East Staffs		2124 Grange Community School	Burton 1
East Staffs		2167 Rykneld Primary School	Burton 2
East Staffs		2001 Anglesey Primary Academy (Was 5204 Anglesey Foundation Primary School)	Burton 2
East Staffs	4710 Blessed Robert Sutton Catholic Sports College		Burton H
East Staffs		3420 St Modwen's Catholic Primary School,	Burton 1
East Staffs		3422 Holy Rosary Catholic Primary School	Burton 5
East Staffs	4061 John Taylor High School - A Science and Leadership Academy (Was John Taylor High School)		Burton H
East Staffs		2126 Shobnall Primary School	Burton 1
East Staffs		2152 The Mosley Academy (Was Mosley Primary School)	Burton 1
East Staffs		2167 Rykneld Primary School	Burton 2
East Staffs		2326 Thomas Russell Junior School	Burton 4
East Staffs		2160 Thomas Russell Infants School	Burton 4
East Staffs		3025 All Saints CE (VC) Primary School, Alrewas	Burton 4
East Staffs		3051 Mary Howard CE (VC) Primary School, Edingale	Burton 4
East Staffs		3100 All Saints' CE (C) Primary School - Rangemore	Burton 4
East Staffs		3132 Yoxall St Peter's CE (VC) Primary School	Burton 4

East Staffs		3440 The Richard Crosse CofE Primary School, Kings Bromley (was The Richard Crosse CE (VA) Primary School)	The Richard Crosse CE (VA) Primary School
East Staffs		3486 Needwood CE (VA) Primary School	Burton 4
East Staffs	4051 Paulet High School		Burton H
East Staffs		2138 Edge Hill Junior School	Burton 3
East Staffs		2141 Violet Way Academy (Was Violet Lane Foundation Infant School)	Burton 3
East Staffs		3500 Riverview Primary School (Was 2127 Short Street Infants & 2133 Waterside Junior schools)	Burton 3
East Staffs	4146 Thomas Alleyne's High School		Uttoxeter H
East Staffs		4145 Oldfields Hall Middle School	Uttoxeter Town M
East Staffs		2150 The Richard Clarke First School	Uttoxeter 2
East Staffs		2222 Talbot First School	Uttoxeter 2
East Staffs		2026 Picknalls First School	Uttoxeter Town
East Staffs		3049 St Augustine's CE (C) First School	Uttoxeter 2
East Staffs		3084 St Peter's CE (VC) First School - Marchington	Uttoxeter 2
East Staffs	4511 Ryecroft CE(C) Middle School		Uttoxeter Rural M
East Staffs		2021 Dove First School (was 2266)	Uttoxeter 3
East Staffs		3048 All Saints CE (VC) First School, Denstone	Uttoxeter 3
East Staffs		3086 The Henry Prince CE (C) First School	Uttoxeter 3
East Staffs		3426 St Peter's CE (A) First School, Alton	St Peter's CE (A) First School, Alton
East Staffs	4512 Windsor Park CE Middle School		Uttoxeter Town M
East Staffs		3075 All Saints CE (VC) First School - Church Leigh	Uttoxeter 2
East Staffs		3120 Tynsel Parkes Primary Academy (was Tynsel Parkes CE (VC) First School)	Uttoxeter Town
East Staffs		3432 Hutchinson Memorial CE (A) First School	Uttoxeter 2
East Staffs		3449 St Mary's CE (VA) First School - Uttoxeter	Uttoxeter Town
East Staffs	6906 The JCB Academy		JCB Academy
Tamworth		4006 Tamworth Enterprise College and AET Academy (Was 4156 Belgrave High School)	Tamworth H
Tamworth		2346 Hanbury's Farm Primary School	Tamworth 1
Tamworth		2348 Oakhill Primary School	Tamworth 1
Tamworth		2359 Birds Bush Community School	Tamworth 1
Tamworth		2361 Lakeside Community Primary School	Tamworth 1
Tamworth		2374 Stoneydelph Primary School	Tamworth 1
Tamworth		2017 Three Peaks Primary Academy (Was 3502 Three Peaks Primary School. Was 2379 Dales Infants & 2389 Dales Junior)	Tamworth 1
Tamworth		4004 Landau Forte Academy QEMS (Was 4115 Queen Elizabeth's Mercian School)	Tamworth H
Tamworth		2203 Millfield Primary School	Tamworth 3
Tamworth		2299 Flax Hill Junior Academy (Was Flax Hill Community Junior School)	Tamworth 5
Tamworth		2322 Ashcroft Infants School	Tamworth 5
Tamworth		2012 Moorgate Primary Academy (Was 2303 Moorgate Community Primary School)	Tamworth 5
Tamworth		2333 Two Gates Community Primary School	Tamworth 1
Tamworth		2337 Ankermoor Primary School	Tamworth 2
Tamworth		2423 William MacGregor Primary School	Tamworth 2
Tamworth	4123 Wilnecote High School		Tamworth H
Tamworth		2331 Dosthill Primary School	Tamworth 4
Tamworth		2333 Two Gates Community Primary School	Tamworth 1
Tamworth		2334 Wilnecote Junior School	Tamworth 4
Tamworth		4158 The Rawlett School - an AET Academy (Was Rawlett Community Sports College)	Tamworth H
Tamworth		2198 The Manor Primary School (was Manor Primary School)	Tamworth 3
Tamworth		2200 Howard Primary School	Tamworth 3
Tamworth		2216 Thomas Barnes Primary School	Tamworth 3
Tamworth		2239 Longwood Primary School	Tamworth 3
Tamworth		2297 Coton Green Primary School	Tamworth 5
Tamworth		2299 Flax Hill Junior Academy (Was Flax Hill Community Junior School)	Tamworth 5
Tamworth		2298 Lark Hall Infant and Nursery Academy (Was Lark Hall Community Infant School & Nursery Unit)	Tamworth 5
Tamworth		2322 Ashcroft Infants School	Tamworth 5
Tamworth		3043 St Andrew's Primary School, Clifton Campville	Tamworth 3
Tamworth		3450 St Leonard's CE (VA) Primary School, Wigginton	Tamworth 3
Tamworth		3478 St Elizabeth's Catholic Primary School (Projs use as a feeder, mainly to St Francis of Assisi (Walsall))	Tamworth 5
Tamworth		6905 Landau Forte Academy Amington (Was 4124 Woodhouse High School)	Tamworth H
Tamworth		2003 Landau Forte Academy - Greenacres (Was 2330 Greenacres Primary School)	Tamworth 2
Tamworth		2332 Florendine Primary School	Tamworth 2
Tamworth		2336 Woodlands Primary School	Tamworth 2
Tamworth		2337 Ankermoor Primary School	Tamworth 2
Tamworth		2370 Amington Heath Community School	Tamworth 2
Tamworth		2373 Glascote Academy (Was Glascote Heath Primary School)	Tamworth 1
Tamworth		3482 St Gabriel's Catholic Primary School	Tamworth 1

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Page 165

District	High School	Junior/Middle Schools	(Orange = Academy)	Cluster
Staffs Moorlands	<b>4143 Biddulph High School</b>			Biddulph H
Staffs Moorlands	4144 James Bateman Junior High School			Biddulph M
Staffs Moorlands		2161 Kingsfield First School		Biddulph
Staffs Moorlands		2163 Knypersley First School		Biddulph
Staffs Moorlands		2166 Squirrel Hayes First School		Biddulph
Staffs Moorlands	<b>4154 Woodhouse Academy (Was Woodhouse Middle School)</b>			Biddulph M
Staffs Moorlands		2164 Moor First School Moor		Biddulph
Staffs Moorlands		2325 Oxhey First School		Biddulph
Staffs Moorlands	<b>4067 Blythe Bridge High School and Sixth Form</b>			Blythe Bridge H
Staffs Moorlands		2208 Fulford Primary School		Blythe Bridge
Staffs Moorlands		<b>2320 Meir Heath Academy (was Meir Heath Primary School)</b>		Blythe Bridge
Staffs Moorlands		2344 Springcroft Primary School		Blythe Bridge
Staffs Moorlands		3000 Forsbrook CE (VC) Primary School		Blythe Bridge
Staffs Moorlands		3430 St Peter's CE (VA) Primary School, Caverswall		Blythe Bridge
Staffs Moorlands		<b>3436 Dilhorne Endowed CE (A) Primary School (was Dilhorne Endowed CE (VA) Prima</b>		Blythe Bridge
Staffs Moorlands		3497 The William Amory Primary School (Was 2205 The Marsh & 2197 Draycott Manor prim		Blythe Bridge
Staffs Moorlands	<b>4153 The Cheadle Academy (Was Cheadle High School)</b>			Cheadle H
Staffs Moorlands		2191 Cheadle Primary School		Cheadle Town
Staffs Moorlands		<b>2264 The Valley Primary School (was Valley Primary School)</b>		Cheadle Rural N
Staffs Moorlands		2305 Great Wood Primary School		Cheadle Rural S
Staffs Moorlands		3431 Bishop Rawle CE (VA) Primary School		Cheadle Town
Staffs Moorlands		<b>3441 St Werburgh's CE (A) Primary School (was St Werburgh's CE (VA) Primary Scho</b>		Cheadle Rural N
Staffs Moorlands	<b>4610 Painsley Catholic College</b>			Cheadle H
Staffs Moorlands		<b>3300 The Faber Catholic Primary School</b>		Cheadle Rural N
Staffs Moorlands		<b>3457 St Filumena's Catholic Primary School</b>		Blythe Bridge
Staffs Moorlands		<b>3459 St Giles Catholic Primary School</b>		Cheadle Town
Staffs Moorlands		<b>3463 St Mary's Catholic Primary School</b>		Leek Town
Staffs Moorlands		<b>3473 St Thomas' Catholic Primary School</b>		Cheadle Rural S
Staffs Moorlands		<b>3474 St Joseph's Catholic Primary School</b>		Uttoxeter Town
Staffs Moorlands	4077 Endon High School			Endon & Moorside H
Staffs Moorlands		<b>2321 Endon Hall Primary School, Endon</b>		Endon

Staffs Moorlands		3035 St Anne's CE (VC) Primary School	Endon
Staffs Moorlands		3053 St Luke's CE (VC) Primary School	Endon
Staffs Moorlands	<b>4085 Leek High School (Was Leek High Specialist Technology School)</b>		Leek H
Staffs Moorlands	<b>4160 Churnet View Middle School</b>		Leek M
Staffs Moorlands		2228 Leek First School	Leek Town
Staffs Moorlands		3067 Horton, St. Michael's CE (VC) First School	Moorlands Rural
Staffs Moorlands		3082 St Bartholomew's CE (VC) Primary School	Moorlands Rural
Staffs Moorlands		3103 Rushton CE (VC) Primary School	Moorlands Rural
Staffs Moorlands		3134 Blackshaw Moor CE (VC) First School	Moorlands Rural
Staffs Moorlands		3155 <b>Manifold Church of England Primary School (was Manifold CE (VC) Primary Sch</b>	Moorlands Rural
Staffs Moorlands		3156 Waterhouses CE(VC) Primary School	Moorlands Rural
Staffs Moorlands		3438 Ilam CE (VA) Primary School	Moorlands Rural
Staffs Moorlands		3442 Beresford Memorial CE (VA) First School	Leek Town
Staffs Moorlands		3490 St Leonard's CE (VA) First School, Ipstones	Moorlands Rural
Staffs Moorlands		5200 <b>Hollinsclough Church of England Academy (was Hollinsclough CE (VA) Primary</b>	Moorlands Rural
Staffs Moorlands	<b>4086 Westwood College</b>		Leek H
Staffs Moorlands	<b>4613 St. Edward's Church of England Academy (Was St Edward's CE(VA) Middle School)</b>		Leek M
Staffs Moorlands		2229 Westwood First School	Leek Town
Staffs Moorlands		2328 Woodcroft First School	Leek Town
Staffs Moorlands		3042 <b>St. Edward's CofE Academy Cheddleton</b> (was St Edward's CE (VC) First School)	Cheddleton
Staffs Moorlands		3443 All Saints CE (VA) First School	Leek Town
Staffs Moorlands	4072 Moorside High School		Endon & Moorside H
Staffs Moorlands		2190 Werrington Primary School	Werrington
Staffs Moorlands		3128 St John's CE (VC) Primary School - Wetley Rocks	Werrington
Staffs Moorlands		3477 Our Lady of Grace Catholic Academy	Biddulph
Newcastle	<b>4093 Chesterton Community Sports College</b>		Newcastle Town H
Newcastle		2005 <b>Churchfields Primary School (Was 2378)</b>	Newcastle 1
Newcastle		2247 Crackley Bank Primary School	Newcastle 1
Newcastle		2358 Chesterton Primary School	Newcastle 1
Newcastle		3091 St Chad's CE (VC) Primary School	Newcastle 1
Newcastle	<b>4094 Clayton Hall Academy (was Clayton Hall Business and Language College)</b>		Newcastle Town H
Newcastle		2250 Friarswood Primary School	Newcastle 2
Newcastle		2251 Hassell Community Primary School	Newcastle 2
Newcastle		3092 <b>St Giles' &amp; St George's CofE Academy (Was St Giles' &amp; St George's CE (VC) Prima</b>	Newcastle 2
Newcastle		3496 Seabridge Primary School (Was 2261 Seabridge Infants & 2318 Seabridge Junior schc	Newcastle 7
Newcastle		3499 Langdale Primary School (Was 2255 Langdale Infants & 2262 Langdale Junior schools	Newcastle 7
Newcastle	<b>4090 Madeley High School</b>		Newcastle Rural H
Newcastle		2236 The Meadows Primary School	Newcastle 3
Newcastle		3026 Hugo Meynell CE (VC) Primary School	Newcastle 3
Newcastle		3029 Betley CE (VC) Primary School	Newcastle 3
Newcastle		3069 St John's CE (VC) Primary School, Keele	Newcastle 3
Newcastle		3136 Sir John Offley CE (VC) Primary School	Newcastle 3
Newcastle		3137 Baldwin's Gate CE (VC) Primary School	Newcastle 3
Newcastle		3446 St Mary's CE (VA) Primary School, Muckleston	Newcastle 3
Newcastle	<b>4096 Newcastle Academy (was NCHS - The Science College)</b>		Newcastle Town H
Newcastle		2007 <b>Silverdale Primary Academy (Was 2258 Silverdale Primary School)</b>	Newcastle 5
Newcastle		2250 Friarswood Primary School	Newcastle 2
Newcastle		2251 Hassell Community Primary School	Newcastle 2
Newcastle		2263 Westlands Primary School	Newcastle 2
Newcastle		3092 St Giles' & St George's CE (VC) Primary School	Newcastle 2
Newcastle		3093 St Luke's CE (VC) Primary School	Newcastle 5
Newcastle		2019 <b>Knutton, St Mary's C of E Academy (was 3491 Knutton, St. Mary's CE (VC) Primary</b>	Newcastle 5

Newcastle	4060 Sir Thomas Boughey High School		Newcastle Rural H
Newcastle		2000 The Richard Heathcote Community Primary School	Newcastle 4
Newcastle		2157 Ravensmead Primary School	Newcastle 4
Newcastle		2158 Wood Lane Primary School	Newcastle 4
Newcastle	<b>4713 St. John Fisher Catholic College</b>		Newcastle Town H
Newcastle		<b>3462 St John The Evangelist Catholic Academy (Was St John the Evangelist Catholic Prii</b>	Kidsgrove
Newcastle		<b>3465 St Mary's Catholic Primary School</b>	Newcastle 2
Newcastle		3466 St Wulstan's Catholic Primary School	Newcastle 6
Newcastle		3476 Our Lady & St. Werburgh's Catholic Primary School	Newcastle 7
Newcastle	<b>4013 Wolstanton High Academy (Was 4098 Wolstanton High School)</b>		Newcastle Town H
Newcastle		<b>2241 Sun Academy Bradwell (was Bradwell Primary School)</b>	Newcastle 6
Newcastle		<b>2242 Bursley Academy (Was Bursley Primary School)</b>	Newcastle 6
Newcastle		2252 Hempstalls Primary School	Newcastle 6
Newcastle		2392 Ellison Primary School	Newcastle 6
Newcastle		3094 St Margaret's CE(VC) Junior School	Newcastle 6
Newcastle	4012 The King's CE(VA) School (was 4082 Clough Hall Technology School)		Kidsgrove H
Newcastle		2219 Reginald Mitchell Primary School	Kidsgrove
Newcastle		2226 Springhead Community Primary School	Kidsgrove
Newcastle		3072 St Saviour's CE (VC) Primary School	Kidsgrove
Newcastle		3489 St Thomas' CE (VA) Primary School	Kidsgrove
Newcastle	<b>4084 University Academy Kidsgrove (Was Maryhill High School - A Media Arts College)</b>		Kidsgrove H
Newcastle		<b>2204 University Primary Academy Kidsgrove (Was 2225 Maryhill Primary School)</b>	Kidsgrove
Newcastle		<b>2022 Thursfield Primary School (was 2214) Thursfield Primary School</b>	Kidsgrove
Newcastle		2218 Dove Bank Primary School	Kidsgrove
Newcastle		2219 Reginald Mitchell Primary School	Kidsgrove
Newcastle		<b>2220 Castle Primary School</b>	Kidsgrove
Newcastle		3489 St Thomas' CE (VA) Primary School	Kidsgrove

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District	High School	Junior/Middle Schools	(Orange = Academy)	Cluster
Lichfield	4178 Chase Terrace Technology College			Burntwood H
Lichfield		2410 Boney Hay Primary Academy (was Boney Hay Community Primary School)		Burntwood
Lichfield		2411 Chase Terrace Primary School		Burntwood
Lichfield		2413 Fulfen Primary School, Burntwood		Burntwood
Lichfield		2414 Gentleshaw Primary School		Burntwood
Lichfield		2415 Highfields Primary School		Burntwood
Lichfield		2416 Holly Grove Primary School		Burntwood
Lichfield	5404 Erasmus Darwin Academy (Was Chasetown Specialist Sports College)			Burntwood H
Lichfield		2008 Springhill Academy (Was 2419 Springhill Primary School)		Burntwood
Lichfield		2418 Ridgeway Primary School		Burntwood
Lichfield	4087 King Edward VI School			Lichfield H
Lichfield		2016 Five Spires Academy		Lichfield Town South
Lichfield		2276 Greysbrooke Primary School		Lichfield Rural South
Lichfield		2277 Little Aston Primary School		Lichfield Rural South
Lichfield		2309 Whittington Community Primary School		Lichfield Rural South
Lichfield		3079 St Michael's CE (VC) Primary School		Lichfield Town South
Lichfield	4089 Nether Stowe School			Lichfield H
Lichfield		2234 Scotch Orchard Primary School		Lichfield Town South
Lichfield		2340 Willows Primary School		Lichfield Town North
Lichfield		2388 Charnwood Primary School		Lichfield Town North
Lichfield		3080 St Chad's CE (VC) Primary School		Lichfield Town South
Lichfield	4126 The Friary School			Lichfield H
Lichfield		2207 St Stephen's Primary School, Fradley		Fradley
Lichfield		2230 Chadsmead Primary Academy (Was Chadsmead Primary School)		Lichfield Town North
Lichfield		3076 Christ Church CE (VC) Primary School		Lichfield Town South
Lichfield		3081 St James Church of England Primary Academy (was St James' CE (C) Primary School, Longdon)		St James' CE (C) Primary School, Longdon
Lichfield		3114 St Peter's Church of England Primary Academy (was St Peter's CE (VC) Primary School, Stonnall)		Lichfield Rural South
Lichfield		3484 SS Peter & Paul Catholic Primary School		Lichfield Town North
Lichfield		3464 St Joseph's Catholic Primary School		Lichfield Town South
Cannock Chase	4005 The Staffordshire University Academy (Was 4071 Blake Valley Technical College)			Cannock H
Cannock Chase		2184 West Hill Primary School		Cannock 1
Cannock Chase		2185 Redhill Community Primary School		Cannock 1
Cannock Chase		2421 Pye Green Valley Academy (Was Pye Green Valley Primary School)		Cannock 1
Cannock Chase		2424 Moorhill Community Primary School		Cannock 1
Cannock Chase		3040 Chadsmoor CE (VC) Junior School		Cannock 1
Cannock Chase		2178 Chadsmoor Community Infant and Nursery School		Cannock 1
Cannock Chase	5401 Cannock Chase High School (Was Cannock Chase High School - A Specialist Science School)			Cannock H
Cannock Chase		2177 Bridgtown Primary School		Cannock 1
Cannock Chase		2185 Redhill Community Primary School		Cannock 1
Cannock Chase		2189 Longford Primary School		Cannock 1
Cannock Chase		2217 Littleton Green Community School (Was Huntington Primary School and Littleton Green Primary School)		Cannock 1
Cannock Chase		2424 Moorhill Community Primary School		Cannock 1
Cannock Chase		3040 Chadsmoor CE (VC) Junior School		Cannock 1
Cannock Chase		2178 Chadsmoor Community Infant and Nursery School		Cannock 1
Cannock Chase		3492 St Luke's CE (C) Primary School (Was 3429 John Wood Infant & 3036 Walhouse Junior schools)		Cannock 1

Cannock Chase	5403 Cardinal Griffin Catholic High School		Cannock H
Cannock Chase		3456 St Mary's Catholic Primary School	Cannock 1
Cannock Chase		3458 St Joseph & St Theresa Catholic Primary School	Burntwood
Cannock Chase		3461 St Joseph's Catholic Primary School, Hednesford	Cannock 1
Cannock Chase		3467 St Joseph's Catholic Primary School, Rugeley	Rugeley Town
Cannock Chase		3485 St Thomas More Catholic Primary School	Cheslyn Hay & Great Wyrley 1
Cannock Chase	4179 Kingsmead School (was Kingsmead Technology College)		Cannock H
Cannock Chase		2010 Heath Hayes Academy (Was 2181 Heath Hayes Primary School)	Cannock 2
Cannock Chase		2179 Hazel Slade Community Primary School	Cannock 1
Cannock Chase		2180 Five Ways Primary School	Cannock 2
Cannock Chase		2184 West Hill Primary School	Cannock 1
Cannock Chase		3040 Chadsmoor CE (VC) Junior School	Cannock 1
Cannock Chase		2178 Chadsmoor Community Infant and Nursery School	Cannock 1
Cannock Chase		3063 St Peter's CE (C) Primary School	Cannock 1
Cannock Chase	4066 Norton Canes High School		Cannock H
Cannock Chase		2009 Norton Canes Primary Academy (Was 2169 Norton Canes Community Primary School)	Norton Canes
Cannock Chase		2180 Five Ways Primary School	Cannock 2
Cannock Chase		2369 Jerome Community Primary School	Norton Canes
Cannock Chase		2386 Gorsemoor Primary School	Cannock 2
Cannock Chase	4002 The Hart School (was Fair Oak Academy 4002 and Hagley Park Academy 4003) (Was 4171 Fair Oak Business & Enterprise College and 4172 Hagley Park Sports College)		Rugeley H
Cannock Chase		2238 Henry Chadwick Community School	Henry Chadwick Community School
Cannock Chase		2273 Western Springs Community Primary School	Rugeley Town
Cannock Chase		2360 The John Bamford Primary School	Rugeley Town
Cannock Chase		3141 Etching Hill CE (VC) Primary School	Rugeley Town
Cannock Chase		2153 The Croft Primary School	Rugeley 2
Cannock Chase		2327 Hayes Meadow Primary School	Rugeley 2
Cannock Chase		2355 Chance Primary School	Rugeley Town
Cannock Chase		3045 Colwich CofE (C) Primary School (Was Colwich CE (VC) Primary School)	Stafford Rural 2
Cannock Chase		3102 Churchfield CE (VC) Primary School	Rugeley Town
Cannock Chase		3139 Hob Hill CE Meth(VC) Primary School	Rugeley Town
Cannock Chase		3434 The St Mary's CofE Primary School, Colton (was St Mary's CE (VA) Primary School)	St Mary's CE (VA) Primary School, Colton
Cannock Chase		3493 Redbrook Hayes Community Primary School (Was 2269 Ravenhill & 2175 Nursery Fields primary schools)	Rugeley Town
Cannock Chase		3494 Chase View Community Primary School (Was 2272 Flaxley & 2270 Pear Tree primary schools)	Rugeley Town

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Page 170

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South Staffs	4140 Cheslyn Hay Sport and Community High School		Cheslyn Hay & Great Wyrley H
South Staffs		2204 Featherstone Academy (was 2204 Whitgreave Primary School)	Cheslyn Hay & Great Wyrley 2
South Staffs		2342 Glenthorne Community Primary School	Cheslyn Hay & Great Wyrley 1
South Staffs		2393 Cheslyn Hay Primary School	Cheslyn Hay & Great Wyrley 1
South Staffs		2011 Havergal CE Primary Academy (Was 3106 Havergal CE (VC) Primary School)	Cheslyn Hay & Great Wyrley 2
South Staffs		3145 St John's Primary Academy (was St John's CE (VC) Primary School)	Cheslyn Hay & Great Wyrley 2
South Staffs	4079 Great Wyrley Performing Arts High School		Cheslyn Hay & Great Wyrley H
South Staffs		2394 Landywood Primary School	Cheslyn Hay & Great Wyrley 1
South Staffs		2395 Moat Hall Primary School	Cheslyn Hay & Great Wyrley 1
South Staffs	4075 Codsall Community High School		Codsall H
South Staffs		4170 Perton Middle School	Codsall M
South Staffs		2372 Perton First School	Perton
South Staffs		2387 Perton Primary Academy (was Perton, Sandown First School)	Perton
South Staffs		4517 Bilbrook CE(VC) Middle School	Codsall M
South Staffs		2195 Birches First School	Codsall
South Staffs		2368 Lane Green First School	Codsall
South Staffs		3098 St Chad's CE (VC) First School	Perton
South Staffs		4133 Codsall Middle School	Codsall M
South Staffs		2195 Birches First School	Codsall
South Staffs		3044 St Nicholas CE (VC) First School	Codsall
South Staffs		3098 St Chad's CE (VC) First School	Perton
South Staffs		4009 Kinver High School & Sixth Form (was 4083 Edgecliff High School)	Kinver/Wombourne H
South Staffs		2223 Brindley Heath Junior School	Kinver
South Staffs		2224 Foley Infant School	Kinver
South Staffs		3116 St John's CE (VC) Primary School, Swindon	Wombourne
South Staffs		3118 All Saints CE (VC) Primary School, Trysull	Kinver
South Staffs		5202 Corbett CE (VA) Primary School	Kinver

South Staffs	4100 Wolgarston High School - A Specialist Tech College	Penkridge H
South Staffs	4516 Brewood CE(VC) Middle School	Penkridge Brewood M
South Staffs	3030 St John's CE (VC) First School, Bishops Wood	Penkridge Rural
South Staffs	3034 St Mary & St Chad's CE (VC) First School	Penkridge Rural
South Staffs	3046 St Paul's CE (VC) First School, Coven	Penkridge Rural
South Staffs	3130 St Mary's CE (VC) First School, Wheaton Aston	Penkridge Rural
South Staffs	4128 Penkridge Middle School	Penkridge Town M
South Staffs	2323 Marshbrook First School	Penkridge Centre
South Staffs	2362 Princefield First School	Penkridge Centre
South Staffs	3050 St Leonard's CE (VC) First School, Dunston	St Leonard's CE (VC) First School, Dunston
South Staffs	3447 St Michael's CE (VA) First School, Penkridge	Penkridge Centre
South Staffs	<b>4010 Ounsdale High School (was 4122)</b>	Kinver/Wombourne H
South Staffs	2306 Bhylls Acre Primary School	Kinver
South Staffs	2396 Blakeley Heath Primary School	Wombourne
South Staffs	2397 Westfield Community Primary School	Wombourne
South Staffs	3118 All Saints CE (VC) Primary School, Trysull	Kinver
South Staffs	<b>2025 St Benedict Biscop CE Primary School (was 5203 St Benedict Biscop CE Pri</b>	Wombourne
South Staffs	4007 Rural Enterprise Academy (Year 9-11)	
South Staffs	3481 St Bernadette's Catholic Primary School, Wombourne (Reception Year 6)	The Rural Enterprise Academy
South Staffs	3483 St Christopher's Catholic Primary School (Reception Year 6)	The Rural Enterprise Academy
Stafford	<b>4607 Blessed William Howard Catholic School</b>	Stafford H
Stafford	<b>3455 St Mary's Catholic Primary School, Brewood</b>	Penkridge Rural
Stafford	<b>3460 St John's Catholic Primary School, Great Haywood</b>	Stafford Rural 2
Stafford	<b>3468 St Austin's Catholic (VA) Primary School (Was St Austin's Catholic Primary S</b>	Stafford Town
Stafford	<b>3469 St Patrick's Catholic Primary School</b>	Stafford North
Stafford	<b>3470 St Dominic's Catholic Primary School</b>	Stone Town
Stafford	<b>3479 Blessed Mother Teresa of Calcutta Catholic Primary School</b>	Stafford Town
Stafford	<b>3480 St Anne's Catholic Primary School</b>	Stafford South
Stafford	4181 King Edward VI High School - A Language College	Stafford H
Stafford	2399 Cooper Perry Primary School	Stafford West
Stafford	2403 St Leonard's Primary School	Stafford Town
Stafford	2404 Doxey Primary and Nursery School	Stafford West
Stafford	<b>2013 Rowley Park Academy (Was 2405 The Grove Primary School &amp; Nursery Unit)</b>	Stafford Town
Stafford	2407 Castlechurch Primary School	Stafford Town
Stafford	3149 St Paul's CE (VC) Primary School	Stafford Town
Stafford	<b>3150 Woodseaves CE Primary Academy (was Woodseaves CE (VC) Primary Scho</b>	Stafford Rural 1
Stafford	<b>3151 Haughton St Giles CE(C) Primary Academy (was Haughton St Giles CE(VC)</b>	Stafford Rural 1
Stafford	3152 All Saints CE (VC) Infant School, Ranton	Stafford Rural 1
Stafford	<b>3153 Gnosall St Lawrence CofE Academy (was Gnosall St Lawrence CE (VC) Priir</b>	Stafford Rural 1
Stafford	3433 Church Eaton End(VA) Primary School	Stafford Rural 1
Stafford	<b>5402 Stafford Manor High School (was Stafford Sports College)</b>	Stafford H
Stafford	<b>2013 Rowley Park Academy (Was 2405 The Grove Primary School &amp; Nursery Unit)</b>	Stafford Town
Stafford	2406 Burton Manor Primary School	Stafford Town
Stafford	<b>2018 Silkmore Primary Academy (was 2408 Silkmore Primary School)</b>	Stafford Town
Stafford	2409 Flash Ley Primary School	Stafford Town
Stafford	3149 St Paul's CE (VC) Primary School	Stafford Town
Stafford	4180 Sir Graham Balfour High School	Stafford H
Stafford	2399 Cooper Perry Primary School	Stafford West

Stafford	2400 Tillington Manor Primary School	Stafford North
Stafford	2401 Parkside Primary School	Stafford North
Stafford	<b>2014 John Wheeldon Primary Academy</b> (Was 2402 John Wheeldon Primary Schoc	Stafford North
Stafford	2404 Doxey Primary and Nursery School	Stafford West
Stafford	<b>3146 Bishop Lonsdale Church of England Primary Academy</b> (was Bishop Lonsda	Stafford Rural 1
Stafford	4111 Walton High School	Stafford H
Stafford	2293 Oakridge Primary School	Stafford South
Stafford	<b>2352 Barnfields Primary School</b>	Stafford South
Stafford	3028 Berkswich CE (VC) Primary School	Stafford South
Stafford	3427 All Saints CE (VA) Primary School, Bednall	Stafford South
Stafford	<b>3498 Leasowes Primary School</b> (Was 2278 Leasowes Infants & 2292 Leasowes Ju	Stafford South
Stafford	<b>4183 The Weston Road Academy</b> (Was Weston Road High School)	Stafford H
Stafford	<b>2014 John Wheeldon Primary Academy</b> (Was 2402 John Wheeldon Primary Schoc	Stafford North
Stafford	<b>2006 Veritas Academy</b>	Stafford North
Stafford	2403 St Leonard's Primary School	Stafford Town
Stafford	3147 St John's CE (C) Primary School	Stafford North
Stafford	<b>3148 St Andrew's CofE (C) Primary School, Weston</b> (Was St Andrew's CE (VC) Pr	Stafford Rural 2
Stafford	<b>3154 St Peter's CofE (C) Primary School, Hixon</b> (Was St Peter's CE (VC) Primary :	Stafford Rural 2
Stafford	<b>3488 Anson CE (VA) Primary School</b>	Stafford Rural 2
Stafford	<b>4112 Alleyne's Academy</b> (Was Alleyne's High School)	Stone H
Stafford	<b>4612 Christ Church Academy</b> (Was Christ Church CE(VA) Middle School)	Stone M
Stafford	2240 Green Lea First School	Green Lea First School
Stafford	3027 Barlaston CE (VC) First School	Stone Rural 1
Stafford	3112 St Michael's CE (VC) First School, Stone	Stone Town
Stafford	<b>3113 Oulton CE (VC) First School</b>	Stone Town
Stafford	<b>3142 Christ Church CE (VC) First School, Stone</b>	Stone Town
Stafford	4142 Walton Priory Middle School	Stone M
Stafford	2294 Manor Hill First School	Stone Town
Stafford	2315 Springfields First School	Stone Town
Stafford	2345 Pirehill First School	Stone Town
Stafford	3110 All Saints CE (VC) First School, Standon	All Saints CE (VC) First School, Standon
Stafford	3112 St Michael's CE (VC) First School, Stone	Stone Town
Stafford	3117 Tittensor CE (VC) First School	Stone Rural 1

This document has been developed to help professionals make decisions which meet the needs of CYP, are financially efficient and raise awareness of parents / carers about accessible facilities available in their local area.

Recently built schools have been designed to be compliant with equalities legislation in force at the time, but this does not mean that they meet current legislative standards. Schools are described as 'accessible' if they meet basic requirements such as level access, disabled toilet facilities, provision of ramps and chair lifts at internal level changes. Compliance of door widths and rate of incline of ramps has not been checked for the purposes of this document; some schools may fail a full, current accessibility inspection if rigorously tested. Being described as 'accessible' is not a guarantee that the school meets the full requirements of the Equality Act 2010, which depends on the needs of each individual child.

In making decisions about the accessibility of a school it is acknowledged that there is a continuum of disability and accessibility. There will always be a degree of individual need and uniqueness. Under the requirement to make 'reasonable adjustments', set out in the Equality Act 2010, there is an expectation that all schools will do what they can within the scope of their facilities and resources to accept a CYP with a physical disability with some management.

For further advice schools should contact their designated Entrust District Property Officer.

District	College
Newcastle	Newcastle College
	Stafford College
	Burton & South Derbyshire College
	Buxton & Leek College
Stoke	Newcastle under Lyme College
	South Staffs College
	Stoke College
	City of Stoke on Trent 6th Form College
	Reaseheath College
Derbyshire	City of Wolverhampton College
	Derby College
	Walsall College
	Dudley College
	Telford College of Arts

**Network of accessible schools for children and young people with physical disabilities**

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For further advice schools should contact their designated Entrust District Property Officer.

	Fully Accessible
	Partially Accessible
	Not Accessible
	Unknown

District	Independent			
Birmingham	Archway Academy			
Newcastle	Edenhurst Prep School			
Stourbridge	Elmfield Rudolf Steiner School			
Stoke	Hulme Hall Grammar, Cheadle			
Lichfield & Cannock	Lichfield Cathedral School			
Newcastle	Newcastle under Lyme School			
Stoke	Sporting Stars Academy			
Stafford	St Bede's School			

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- Fully Accessible
- Partially Accessible
- Not Accessible
- Unknown

District	PRU			
Stafford	The Hollies			
Burton	Burton			
Newcastle	The CEDARS			
Lichfield	Bridge			
Cannock	Chaselea			
Tamworth	Kettlebrook			

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- Fully Accessible
- Partially Accessible
- Not Accessible
- Unknown

District	Out of County				



Staffordshire  
County Council

# Community Impact Assessment – Checklist and Executive Summary

**Name of Proposal:** Schools Capital Programme 2022/ 23

**Project Sponsor:** Councillor Jonathan Price

**Project Manager:** Stuart Lane

**Date:** 13/01/22

## Final Checklist

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

Checklist	Action Completed	Comments/Actions
The project supports the Council's Business Plan, priorities and MTFS.		The Schools Capital Programme (SCP) priorities are determined by the outcomes of the Schools Asset Management Plan (AMP). The SCP is funded by 2 central government grants; School Condition Allocation (SCA) and Basic Need. Additional capital funding for schools comes from other government bid grants, income from capital receipts, contributions from schools, developers and other stakeholders.
It is clear what the decision is or what decision is being requested.		Approval of the 2022/23 Schools Capital Programme is required.
For decisions going to Cabinet, the CIA findings are reflected in the Cabinet Report and <b>potential impacts are clearly identified and mitigated for</b> (where possible).		A full CIA has been completed and the Executive Summary is included in the Cabinet report.
The <b>aims, objectives and outcomes</b> of the policy, service or project have been clearly identified.		The aim of the SCP is to deliver the Staffordshire School Asset Management Plan (AMP) supported by the Statement of Priorities (StOP). The justification for each maintenance scheme is provided by the AMP condition survey.
The <b>groups</b> who will be affected by the policy, service or project have been clearly identified.		The groups affected are summarized in the CIA.
The <b>communities</b> that are likely to be more adversely impacted than others have been clearly identified.	N/A	Schools maintenance and expansions are considered as having a positive impact on local communities.
Engagement / consultation has been undertaken and is representative of the residents most likely to be affected.		Initial engagement has been taken. Further consultation on individual schemes will take place at the detailed design stage.

Checklist	Action Completed	Comments/Actions
A range of people with the appropriate knowledge and expertise have contributed to the CIA.		Colleagues from SCC Strategic Property provided knowledge and expertise to inform the CIA.
Appropriate evidence has been provided and used to inform the development and design of the policy, service or project. This includes data, research, engagement/consultation, case studies and local knowledge.		AMP condition data which is maintained and refreshed on a regular basis has been used to prioritize the programme of works supported by consultation and involvement of Schools Maintenance Surveyors, Schools and Development Officers.
The CIA <b>evidences</b> how the Council has considered its statutory duties under the Equality Act 2010 and how it has considered the impacts of any change on people with protected characteristics.		The Equalities Act 2010 compliance will be achieved during the implementation of the individual schemes.
The next steps to deliver the project have been identified.		The programmes/ projects are to be delivered using the County Council's framework contractors and key stakeholders.

## **Executive Summary**

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

	<b>Which groups will be affected?</b>	<b>Benefits</b>	<b>Risks</b>	<b>Mitigations / Recommendations</b>
<p><b>PSED</b></p> <p>What are the impacts on residents with a protected characteristic under the Equality Act 2010? Highlight any concerns that have emerged as a result of the equality analysis on any of the protected groups and how these will be mitigated. It is important that Elected Members are fully aware of the equality duties so that they can make an informed decision, and this can be supported with robust evidence.</p>	There are identified benefits from the proposed programme that can be associated to the population as a whole.	The Schools Capital Programme will be compliant and will address any related Equality Act 2010 requirements as required by each individual scheme.	<p>Risks will be addressed at the scheme design and delivery stage.</p> <p>A significant part of the selection process is to ensure that all Framework designers and contractors are compliant with Equality and other legislations.</p>	N/A
<p><b>Health and Care</b></p> <p>How will the proposal impact on residents' health? How will the proposal impact on demand for or access to social care or health services?</p>	Positive impact on mental wellbeing and healthy lifestyles for pupils and the wider community across Staffordshire's maintained schools.	The provision of improved school facilities has the potential (depending on the scheme) to improve mental wellbeing and increase physical activity.	Risks including compliance with current Covid-19 requirements will be addressed at the scheme design and delivery stages.	
<p><b>Economy</b></p> <p>How will the proposal impact on the economy of Staffordshire or impact on the income of Staffordshire's residents?</p>	Increase in employment (teaching and school support roles). During construction and continued future maintenance opportunities for local suppliers and contractors.	Employment opportunities and capital investment.	Risks including compliance with current Covid-19 requirements will be addressed at the scheme design and delivery stages.	N/A

<b>Environment</b>	Positive impact on the physical environment with improvements to school buildings.	New and expanding schools reduce the need to travel for pupils and provides the opportunity to walk to school improving the health and wellbeing in the community.	Risks including compliance with current Covid-19 requirements will be addressed at the scheme design and delivery stages.	N/A
How will the proposal impact on the physical environment of Staffordshire?				
<b>Localities / Communities</b>	A positive impact on the local communities with school improvements providing access to education for the whole community.	The provision of improvements within Staffordshire schools will provide better facilities that have the potential to be used by the wider community.	Risks including compliance with current Covid-19 requirements will be addressed at the scheme design and delivery stages.	N/A
How will the proposal impact on Staffordshire's communities?				

## **Cabinet Meeting on Wednesday 16 March 2022**

### **Children's Home Block Contract**



**Cllr Mark Sutton, Cabinet Member for Children and Young People said,**

“While a great deal of preventative work is underway to try and safely keep children with their families wherever possible, we currently face a situation where local authorities must manage increasing demand on children’s services.

Entering a joint agreement with other councils and providers enables us to guarantee regular good-quality provision of care at a known price and remove some of the uncertainty caused when demand, on occasion, exceeds supply.”

#### **Report Summary:**

Sir Martin Narey’s report of residential care highlighted the need for local authorities to work collaborate regionally with other authorities where possible and to consider block contracts to help manage the market by using the LA’s collective buying power.

We have been working with local authorities in the West Midlands to join, with Dudley being the Authority currently fully engaged.

This report seeks to secure Cabinet approval to.

- a. Procure a block contract for 13 children homes placements in the private/voluntary sector with the ability to increase the contract where required to provide the ability to increase up to a further 7 homes (i.e., up to a maximum of 26 placements if needed).
- b. Enter into these arrangements for a maximum period of 8 years subject to demand.
- c. Agree Delegated Authority for the Deputy Chief Executive and Director for Families and Communities to award to the successful bidder.
- d. Agree to deviate from the Council’s standard Price / Quality split of Price 70% and Quality 30% to Price 30% and Quality 70% for this contract.
- e. Agree joint Procurement activity with a joint contract led by Dudley.

## Recommendations

I recommend that Cabinet:

- a. Procures a block contract for 13 children homes placements in the private/voluntary sector with the ability to increase the contract where required to provide the ability to increase up to a further 7 homes (i.e. up to a maximum of 26 placements if needed).
- b. Enters into these arrangements for a maximum period of 8 years subject to demand.
- c. Agrees Delegated Authority for the Deputy Chief Executive and Director for Families and Communities to award to the successful bidder.
- d. Agrees to deviate from the Council's standard Price / Quality split of Price 70% and Quality 30% to Price 30% and Quality 70% for this contract.
- e. Agrees joint procurement activity with a joint contract led by Dudley.

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

## Cabinet – Wednesday 16 March 2022

### Children's Home Block Contract

#### Recommendations of the Cabinet Member for Children and Young People

I recommend that Cabinet:

- f. Procures a block contract for 13 children homes placements in the private/voluntary sector with the ability to increase the contract where required to provide the ability to increase up to a further 7 homes (i.e. up to a maximum of 26 placements if needed).
- g. Enters into these arrangements for a maximum period of 8 years subject to demand.
- h. Agrees Delegated Authority for the Deputy Chief Executive and Director for Families and Communities to award to the successful bidder.
- i. Agrees to deviate from the Council's standard Price / Quality split of Price 70% and Quality 30% to Price 30% and Quality 70% for this contract.
- j. Agrees joint procurement activity with a joint contract led by Dudley.

#### Report of the Cabinet Member for Children and Young People

### **Reasons for Recommendations:**

1. A report has been previously presented and agreed by Cabinet in May 2019. As a result of the pandemic this was put on hold due to the uncertainty of providers fulfilling the contract. However, since this time the scope of the contract has changed as the type of placement required has changed.
2. This block contract will secure local provision focussed on solo spaces to maximise the amount of space for our most complex children who can cost significant sums of money but are sometimes turned away from homes due to the match not being a good fit as the registered manager has the discretion to decline any child.
3. This contract will reduce the costs as the provision of a block contract enables us to secure 13 beds all the time.
4. Sir Martin Narey's report of residential care recommended that 'Consideration should be given to the benefits of regional or sub-regional commissioning and arrangements for residential care.' This highlighted the need for local authorities to collaborate regionally with others where possible and to consider block contracts to help manage the market by using their collective buying power.
5. Staffordshire has therefore been seeking to work with other local authorities and is currently in working in partnership with Dudley to be part of a joint West Midlands Sub-Regional Children's Home Block Contract.
6. It is the Council's current practice to secure placements via framework contracts and, if required, spot purchasing. Although this enables the Council to secure some placements and helps to secure some baseline in terms of service and fees, it unfortunately leaves the Council vulnerable to market forces where demand out strips supply. Any increased supply is quickly depleted by other Local Authorities accessing any remaining surplus.
7. One of the solutions to manage the supply is to implement a block contract with Providers which will allow the Council to obtain placements which are more cost effective therefore providing better value for money and ultimately saving the Council money.
8. Under this proposal we are seeking to meet the demand for our more complex children, hence why we are requesting the percentage split to be 70% towards quality and only 30% towards price.

9. Having quality providers is key in ensuring that our children are safe. The quality will ensure that the provider are better able to manage our more complex children in terms of accepting them in the homes but then managing them with the right skill set which is fundamental to ensure stability of placements.
10. To mitigate against any excessive pricing, we are proposing a price cap where fees cannot exceed the capped price. Although the caps are based on the current market value, prices submitted can be lower.

### **Timescale**

11. Contract to commence by August 2022; not meeting this deadline would result in Staffordshire continuing to rely on market forces and being forced to pay for higher fees for our more complex children and young people.

### **Strategic Case**

12. As is the case nationally, Staffordshire's children in care numbers have continued to increase and this has directly impacted on the number of children and young people in residential placements.
13. The Council's aim is to reduce the children in our care; however, this will take time. This provides re-assurances of the maximum utilisation of the block contract and the avoidance of vacant placements, certainly over the period of the contract.
14. The increase in the number of children coming into these placements has adversely affected the availability of residential placements.
15. Providers no longer compete with other Providers for placements, it is now local authorities competing for the limited supply, which has consequences in terms of higher costs. Since March 2021, costs of the top 15 placements have increased by 13%, this demonstrates the implications of not controlling costs.
16. It should be recognised that the cost placements have been maintained successfully for several years by using framework contracts to help mitigate against higher prices. However, over the last couple of years new Providers and the increase in costs such as changes in legislation around wages, pensions and insurance has increased average costs.
17. With such high demand, Providers have been able to pick and choose their placements, which unfortunately often results in the most complex children without a home. This inevitably leaves the Council vulnerable

with huge pressure to source placements and are sometimes left with new unknown Providers seeking to charge excessive amounts.

18. The aim of this contract is to fill this gap by working with selected providers to secure placements via a block contract arrangement in which the contracted placements are for Staffordshire's use only.
19. We will also have the option to sell the spaces to other local authorities within the block, if it is deemed appropriate, which will help mitigate against void beds. Having homes dedicated to Staffordshire children will provide the Council with the flexibility to match to their own children rather than trying to match to children from other local authorities.
20. This block arrangement will help the Council's meet its strategic objective of finding appropriate provision for our children and people close to home.
21. The contract will also help with overall stability as Providers who currently take our children sometimes give immediate notice leaving the Council to find placements at very short notice.
22. The project will be procured via a competitive tender exercise following procurement regulations with procurement and legal departments. Dudley is proposing to lead the procurement and legal elements of this contract. There is not expected to be any adverse implications of this tender exercise.
23. The project is a joint working arrangement in partnership with Dudley, with the scope and the potential of other West Midlands LAs participating either in the initial letting of the contract or throughout the duration of the contract. There will be strong governance arrangements to help manage the project with the various stakeholders.
24. The Contract is seen as part of the solution to help manage the market and secure much needed placements for Staffordshire's children in care to ensure we meet our statutory requirements and achieve MTFS Savings.
25. The decision to propose a residential block contract has not been taken lightly, due to the inherent risks of a block contract in ensuring full utilisation. However, if managed properly with tight management of the contract it will allow the Council to have access to more cost effective and higher quality placements. This will help improve stability and provide better outcomes for our most vulnerable in society.

## **Risks / Issues**

26. Financial Exposure associated with void costs: To mitigate this the council will establish a conservative initial volume with a gradual implementation. We can also sell surplus beds to other local authorities within the block. Implementing a grace period when beds initially become available to the Council, to allow proper matching and planning. Tight management oversight of contract.
27. Lack of interest by Provider: To mitigate this we will conduct early market engagement with providers to increase interest. Working with other local authorities to increase volume and attractiveness of contract. Implementing a contract which is deemed fair by listening to providers.
28. Matching/placements: We will mitigate this risk by having access to children's homes solely for local authorities to help with matching. Regular contract review meetings to monitor placements and usage.

## **Legal Implications**

29. The proposed procurement system has been created by numerous local authorities as a joint project. SCC's Legal view is that the procurement mechanism is compliant with the Public Procurement Regulations 2015 and has been reviewed. This will be a partnership arrangement with other Councils.

## **Resource and Value for Money Implications**

30. The Council currently spends approximately £24m per year on residential placements in the independent sector. The current top 15 placements cost an average of £6,178 per week, which increased from £5,439 per week in March 2021. The aim is to have a contract for 13 placements under 3 Lots:
  - a. (Lot 1) 3 beds (1 home) for care only.
  - b. (Lot 2) 6 beds (2 or 3 homes) for care with ability to access education if required.
  - c. (Lot 3) 4 solo beds (4 homes) for care only.
  - d. With the option, if required, to double the capacity up to 26.
31. The block will be capped to provide control over costs and will only be agreed if it is felt that the contract provides value for money. We are seeking to work with providers in the Staffordshire area to secure provision locally for our children and young people.
32. Beds not being used could increase the overall cost. This will be mitigated against by close management of the contract by the Placement Service

and implementing terms and Conditions which are favourable to the Council and reduces any such risk of voids.

33. Price caps have been benchmarked against Birmingham's led Flexible Contract arrangement and using market intelligence. Maximum Price caps (lower prices can be submitted) are as follows: Lot 1 (£4,400) per week, Lot 2 (£5,200) per week and Lot 3 (£6,500) per week.
34. Successful provider(s) will be required to ensure some availability within six months of the contract commencement and full provision by 24 months. Reflecting this, voids will not be paid from contract commencement and will only be paid once beds become available.
35. Depending upon the tendered prices there will be a maximum block contract spend of £3,660,800 per year for the 13 placements. There will be an inflationary increase element of a fixed 2% per annum applied, which has been reflected in the calculations over the life of the contract.
36. Given existing levels in residential care, it is unlikely that numbers will reduce to such levels that could risk underoccupancy and likely not in the next three years that this contract will initially be awarded for. This contract is part of the solution to help reduce increased costs as the current trajectory in expenditure is not sustainable long-term and the residential block is aimed to mitigate against these increased costs.
37. The lowest price the Council pays is £2,812 per week. The highest price we currently pay is £8,250 per week. The average cost of all placements is £3,900 per week. However, the average costs of the top 15 placement costs is £6,178 per week and this is the cohort we are seeking to aim to help reduce overall costs.
38. Based on the capped fees, we are expecting the average fees not to be greater than £5,415 per week based on 13 beds. Working on the basis of (9 x £4,400 p/w and 4 x £6,500 p/w = £65,600 p/w) gives an average of £5,046 per week which has been used in the calculations below.

**Table A** below provides some analysis of the potential costs and savings.

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
<b>a.</b> Top 20 Average Weekly cost	£6,178	£6,302	£6,428	£6,556	£6,687	£6,821	£6,958
<b>b.</b> Block Average of 13	£5,046	£5,147	£5,250	£5,355	£5,462	£5,571	£5,683
<b>c.</b> Weekly Difference (a-b =c)	£1132	£1,154	£1,178	£1,202	£1,225	£1,250	£1,275

<b>d. Total Savings</b> Year on year based on <b>100% usage</b> (c*13x52)=d	£765,128	£780,431	£796,039	£811,960	£828,199	£844,763	£861,658
		£1,545,559	£2,341,598	£3,153,558	£3,981,757	£4,826,520	£5,688,178
<b>e. Block average of 11 85 % usage</b>	£5,964	£6,083	£6,205	£6,329	£6,455	£6,584	£6,716
<b>f. Weekly Difference (a-e= f )</b>	£214	£219	£223	£227	£232	£237	£241
<b>g. Total Savings</b> Year on year based on <b>85% usage</b> (f*11x52)=g	£122,616	£125,068	£127,570	£130,121	£132,724	£135,378	£138,086
		£247,684	£375,254	£505,375	£638,099	£773,477	£911,562

39. Based on the average cost of our top 15 placements and based on full occupancy a contract of 13 placements could make a potential saving starting from year one of £765,128 with this accumulating year on year.

### **Climate Change Implications**

40. The aim is to utilise existing homes that are registered with OFSTED; therefore, this proposal will not have climate change implications.

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

Appendix - 1 Community Impact Assessment Executive Summary

### **Contact Details**

**Assistant Director:** Natasha Moody  
Assistant Director for Wellbeing and Partnerships

**Report Author:** Mr Shahid Munir  
**Job Title:** Market Relationship Manager  
**Telephone No.:** 07811 457 274  
**E-Mail Address:** shahid.munir@staffordshire.gov.uk

**Appendix 1****Community Impact Assessment  
Checklist and Executive Summary****Name of Proposal:**

Children's Homes Block Contract

**Project Sponsor:**

Carly Tambs – Senior Partnerships & Placement Manager

**Project Manager:**

Shahid Munir – Market Relationship Manager

**Date Completed:**

**26/01/22**

## Final Checklist

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

Checklist	Action Completed	Comments/Actions
The project supports the Council's Business Plan, priorities and MTFS.	Y	Aim is to seek cost savings and achieve cost avoidance. Also, to ensure we have improved access to local provision to meet the needs of children requiring residential care.
It is clear what the decision is or what decision is being requested.	Y	Seeking cabinet approval for a block contract.
For decisions going to Cabinet, the CIA findings are reflected in the Cabinet Report and <b>potential impacts are clearly identified and mitigated for</b> (where possible).	Y	Cabinet report has taken into account the CIA findings.
The <b>aims, objectives and outcomes</b> of the policy, service or project have been clearly identified.	Y	This is set out in the cabinet report
The <b>groups</b> who will be affected by the policy, service or project have been clearly identified.	Y	This is reflected in the cabinet report and Community Impact Assessment
The <b>communities</b> that are likely to be more adversely impacted than others have been clearly identified.	Y	This is set out in the Community Impact Assessment
Engagement / consultation has been undertaken and is representative of the residents most likely to be affected.	N/A	N/A
A range of people with the appropriate knowledge and expertise have contributed to the CIA.	Y	Yes
Appropriate evidence has been provided and used to inform the development and design of the policy, service or project. This includes data, research, engagement/consultation, case studies and local knowledge.	Y	Yes market engagement has been held and data from the West Midlands Region has helped to shape elements of this proposal.

Checklist	Action Completed	Comments/Actions
The CIA <b>evidences</b> how the Council has considered its statutory duties under the Equality Act 2010 and how it has considered the impacts of any change on people with protected characteristics.	y	
The next steps to deliver the project have been identified.	Y	Once approval from cabinet has been given, the process of completing the design of the block and undertake procurement and legal work. The aim is to implement the contract from June/July 2022.

## Executive Summary

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

	<b>Which groups will be affected?</b>	<b>Benefits</b>	<b>Risks</b>	<b>Mitigations / Recommendations</b>
<p><b>PSED</b></p> <p>What are the impacts on residents with a protected characteristic under the Equality Act 2010? Highlight any concerns that have emerged as a result of the equality analysis on any of the protected groups and how these will be mitigated. It is important that Elected Members are fully aware of the equality duties so that they can make an informed decision, and this can be supported with robust evidence.</p>	All Children and Young people aged 6-17 years old will be able to access the service.	The proposal will meet the needs of all the protected characteristics.	Ensuring that the Providers and all Staff have knowledge and skills to meet our equality obligations	Robust quality assurance and contract management of all referrals and placements.
<p><b>Health and Care</b></p> <p>How will the proposal impact on residents' health? How will the proposal impact on demand for or access to social care or health services?</p>	Children and Young People aged 6-17 years old	The proposal meets the needs of our most complex children and young people. The aim where possible to prevent hospital admissions. Also, where appropriate to	Services are unable to meet the needs of the children and people.	High quality threshold established to ensure Providers and staff have the skills to meet their needs.

	<b>Which groups will be affected?</b>	<b>Benefits</b>	<b>Risks</b>	<b>Mitigations / Recommendations</b>
		alternative placements such as foster care.		
<b>Economy</b> How will the proposal impact on the economy of Staffordshire or impact on the income of Staffordshire's residents?	Provider Market	Could increase and/or secure employment in Staffordshire via new children's homes or expansion of existing ones.	Employment could be accessed from outside of Staffordshire	Liaise with providers to ensure staff are secured locally to meet the needs of local children and young people.
<b>Environment</b> How will the proposal impact on the physical environment of Staffordshire? Does this proposal have any Climate Change implications?	N/A	N/A	N/A	N/A
<b>Localities / Communities</b> How will the proposal impact on Staffordshire's communities?	Children & Young People	Become an integral part of the community. Providing a positive contribution. Increase capacity via opportunities. Reduce potential criminality	Placing more complex children in Staffordshire may see possible impact in local resources	Aim to ensure needs are fully met by the provider.



## Cabinet Meeting on Wednesday 16 March 2022

### Local Bus Concessionary Payment - Final Covid 19 Support Package



**Cllr David Williams, Cabinet Member for Highways and Transport said,**

“The bus industry has still not recovered from the effects of the pandemic and central Government subsidy is essential for services to be maintained in Staffordshire at the moment.

“This authority is very restricted in how it can influence local commercial services but has been providing financial support where it can.

“Now we are proposing to extend that financial support for a further six months to ‘top up’ Government grants while bus operators promote their services to encourage the return of passengers.”

#### Report Summary:

The viability of the local commercial bus network in Staffordshire continues to struggle as patronage levels and revenue generation have not returned as initially forecast, as a result of the covid 19 Omicron variant and Plan B restrictions put in place in autumn 2021. Without an extension to existing government and local authority temporary support funding for bus operators, local bus networks are predicted to start reducing from April 2022, which could leave some communities in Staffordshire without vital services.

The Department for Transport has now promised a final, additional subsidy to operators for six months, beginning in April. That intervention is essential to maintaining services in Staffordshire at the moment.

Although the County Council has limited scope for action, it is recommended that concessionary travel reimbursement to local bus operators is maintained beyond March 2022 for a period of 6 months, in line with the extension of government support funding, to help stabilise the commercial bus network and allow for patronage levels to be rebuilt.

### **Recommendation(s)**

I recommend that Cabinet:

- a. Maintain pre-covid levels of concessionary reimbursement on all operating routes until 1 October 2022, in line with governments Bus Recovery Grant (BRG) funding
- b. Agree that payments to bus operators will be maintained (point a) providing operators -
  - i. comply with BRG terms and conditions
  - ii. maintain existing commercial bus service levels
  - iii. demonstrate how they will rebuild patronage
- c. The council reserves the right to reduce concessionary reimbursement and / or pay against actuals, in instances where an operator does not comply with point b above and asks that Transport Operations and Future Connectivity Team manage this process.
- d. Ask that the Transport Operations and Future Connectivity Team develop a transition plan for concessionary reimbursement from October 2022 onwards.

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

## **Cabinet – Wednesday 16 March 2022**

### **Local Bus Concessionary Reimbursement - Final Covid 19 Support Package**

#### **Recommendation(s) of the Cabinet Member for Highways and Transport**

I recommend that Cabinet:

- a. Maintain pre-covid levels of concessionary reimbursement on all operating routes until 1 October 2022, in line with Bus Recovery Grant funding.
- b. Agree that payments to bus operators will be maintained (point a) providing operators -

- i. comply with BRG terms and conditions
  - ii. maintain existing commercial bus service levels
  - iii. demonstrate how they will rebuild patronage
- c. The council reserves the right to reduce concessionary reimbursement and / or pay against actuals, in instances where an operator does not comply with point b above and asks that Transport Operations and Future Connectivity Team manage this process.
- d. Ask that the Transport Operations and Future Connectivity Team develop a transition plan for concessionary reimbursement from 1 October 2022 onwards.

## **Report of the Director for Economy, Infrastructure and Skills**

### **Reasons for Recommendations:**

1. Government has made a number of significant decisions regarding public transport and in particular local bus services, recently announcing the continuation of covid support funding for local bus operators. This is in recognition of the impact the Covid 19 Omicron variant and Plan B restrictions have had on patronage levels (and revenue generation) meaning bus services have not returned to commercial viability at the rate initially forecast. Without continued support funding commercial bus services in Staffordshire will be withdrawn affecting many of our communities.
2. Department for Transport (DfT) has updated their recovery strategy for local authority concessionary reimbursement to allow greater flexibility and are asking all local transport authorities to continue to financially support their commercial bus operators. This report recommends financial support is maintained for a further 6 months, until 1 October 2022, in line with the government extension of Bus Service Recovery Grant, to help stabilise the local bus market and allow time for patronage to be rebuilt.

### **Background**

3. Concessionary reimbursement to local bus operators has been paid based on 100% pre covid patronage on all operating routes since the start of the pandemic, in line with government guidance. To allow this to happen, a statutory instrument was enacted that allowed operators to receive payments above actual levels until 5 April 2022.

4. DfT published a recovery strategy in October 2021 proposing payments should be reduced to 90% from 6 April 2022, and 5% each month thereafter until reimbursement is in line with actual patronage.
5. DfT put in place several covid support packages for the bus industry during the pandemic, Covid 19 Bus Service Support Grant (CBSSG) and more recently Bus Recovery Grant (BRG). BRG funding was due to end on 31 March 2022.
6. With both local authority concessionary reimbursement reductions planned, and the ending of BRG from government, the bus and train industry have lobbied central government and asked for funding to be extended.
7. In the case of local bus services in England the message from the bus operators is clear, without continued funding support from government, and local authorities, commercial bus services will start to reduce from April 2022.
8. Service reductions will vary greatly by area and region, and places like Staffordshire could see higher reductions and loss of more vital services, compared to densely populated urban areas and city centres.

### **Current Position**

9. Local bus patronage levels have not returned as originally forecast, and in Staffordshire we are starting to receive deregistrations, and notice of intention of deregistrations, for commercial services from some operators.
10. On 24 February 2022 DfT wrote to all Local Transport Authorities with a revised recovery strategy for concessionary fare reimbursement (appendix 1) asking Local Transport Authorities to take a local approach and continue to support their local bus operators wherever possible.
11. DfT have asked Local Transport Authorities to maintain concessionary funding, as without this continued financial support networks will shrink as commercial services are deregistered.
12. To enable this to happen a further statutory instrument regarding concessionary travel reimbursement has been enacted.
13. On 1 March 2022, DfT announced an extension to BRG until October 2022, stating this would be the final covid support package offered to bus operators. The press release (appendix 2) says –

*“The department recognises the importance local transport services have to the people and economies of the areas they serve and understands that the removal of funding now would create a ‘cliff edge’ with the prospect of overnight reductions in services. Such an outcome would undermine our aspirations set out in the National bus strategy and Levelling up white papers to improve transport connectivity”.*

## **Proposed Actions**

14. Following the recent announcement by central government of the continued BRG financial support to the bus industry until 1 October 2022 and the concessionary travel request from Local Transport Authorities, it is recommended that reimbursement is maintained at pre-covid levels on all operating routes until 1 October 2022, in line with Bus Recovery Grant funding.
15. In continuing to provide this level of financial support to the local bus industry it is felt appropriate that bus operators should -
  - a. comply with DfT BRG terms and conditions
  - b. maintain existing commercial bus service levels in Staffordshire
  - c. actively demonstrate how they will rebuild bus patronage in the spring and summer of 2022
16. In instances where the above conditions are not met then a reduced level of concessionary payment or payment on actuals should be considered and paid.
17. It is understood that the level of financial support being offered by central government is the final round, but further guidance may yet get issued by DfT. In any event there will be a need to consider and develop a transition plan for concessionary reimbursement from the 1 October 2022.

## **Risks**

18. Without continued financial support, the local bus service network in Staffordshire will shrink leaving communities without vital services.
19. The removal or reduction of local services is likely to impact on Home to School Transport provision and budgets, as there are currently around 2,000 entitled pupils travelling on commercial and supported local bus services every day, as well as a significant number on non-entitled pupils that could be disadvantaged.

20. There are many commercial bus operators in Staffordshire and even with the continued direct financial support from central government and the Council there is no guarantee that the local Staffordshire bus service network can be maintained at pre-covid levels, from October 2022.
21. There have already been changes to the commercial bus network in Staffordshire in recent months and it is unclear whether it will be possible for commercial bus operators to reinstate these services, even with the additional financial support provided by government and the local transport authority.
22. At this stage it is unclear what the 'new normal' Staffordshire bus patronage will be in October 2022, but the bus industry is anticipating that it is unlikely that passenger numbers will return to pre-covid levels. If this holds true, then it should be expected that there will be a rationalisation of the local Staffordshire bus network in the autumn of 2022.

### **Legal Implications**

23. DfT has enacted a statutory instrument to enable local authorities to pay concessionary reimbursement at pre covid levels, by removing the condition that payments should not leave operators 'better off'.

### **Resource and Value for Money Implications**

24. Maintaining concessionary reimbursement at pre covid levels can be managed within allocated budgets for 2022/23.

### **Climate Change Implications**

25. Supporting local bus operators to maintain vital services will prevent more journeys switching from public transport to private car.

### **Conclusion**

26. The government has recognised that without continued temporary financial support local commercial bus networks are likely to see significant reductions.
27. The measures outlined in this report will assist with the recovery of the bus sector in Staffordshire, but it is uncertain at this time whether the full bus network can be maintained once the temporary support measures end. The bus industry will need to work hard to regain the customer base in the coming months.

## List of Background Documents/Appendices:

**Appendix 1** – Department for Transport revised concessionary reimbursement strategy

**Appendix 2** – Department for Transport announcement – extension of Bus Service recovery Grant (BRG)

## Contact Details

**Assistant Director:** Clive Thomson. Assistant Director for Connectivity and Sustainability

**Report Author:** Louise Clayton

**Job Title:** Head of Transport Operations and Future Connectivity

**Telephone No.:** 07855 336910

**E-Mail Address:** [louise.clayton@staffordshire.gov.uk](mailto:louise.clayton@staffordshire.gov.uk)



Dear colleagues,

Thank you for your continued and combined efforts in ensuring the provision of local bus services during the pandemic.

In response to stakeholder feedback, Concessionary Travel Recovery Guidance (the 'Recovery Guidance') was issued in October 2021, containing a suggested Recovery Strategy, intended to be implemented from the 6th April 2022 until 5th April 2023. The Recovery Strategy aims to provide LTAs with suggested guidance towards taking an incremental approach to reducing their pre-Covid concessionary payments by 5% every other month, from 90% of 2018/19 figures, until they are back in line with actual patronage levels, whilst avoiding a sudden widespread reduction in these payments. **It is our default expectation that LTAs will follow this approach.**

However, DfT appreciates the suggested Recovery Strategy was published prior to the emergence of the Covid-19 Omicron variant and subsequent Plan B restrictions, meaning patronage levels have not recovered at the rate as initially forecast. Following recent discussions with the bus sector including both LTAs and bus operators, it is clear there are concerns surrounding the impact the implementation of the Recovery Strategy in April may have on service or demand levels.

#### ***Alternative Recovery Strategy approach***

Officials are therefore exploring introducing an additional alternative Recovery Strategy. Should Ministers agree to this, the alternative recovery approach will be communicated to stakeholders over the next month, in time for the 2022/23 Financial Year. This would be set out along the same basis as the original Recovery Strategy, but with a delayed start date of several months. **It is expected that this will be an alternative suggested approach, and we expect LTAs and operators to work together to understand and ultimately decide which recovery approach is most practical for their local area.** DfT is aware that there will be localised differences in patronage return, and therefore compliance with a recovery strategy is not mandatory. **LTAs can still choose to maintain pre-Covid level payments, should they believe local circumstances require it.**

LTAs are also able to adapt the Recovery Guidance to suit their local situation and requirements. As the Recovery Guidance (p.11) states *'...in accordance with regional variations and to take account of local flexibility and circumstances, during the Concessionary Travel Recovery Period an LTA may choose to continue to pay out a higher rate of pre-Covid concessionary payments, than the percentage suggested by DfT.'*

For instance, it should be noted a number of LTAs have confirmed they will continue to pay out at higher, pre-Covid levels for the duration of next the financial year, as opposed to following the original suggested Recovery Strategy, in order to ensure service levels are protected from any potential reduction. To therefore provide LTAs with the legal ability to continue to reimburse operators up to 100% of pre-Covid levels, Ministerial agreement has been obtained to extend the current Statutory Instrument ('SI') to the end of the 2022/23 Financial Year. Officials are obtaining final cross-Government clearances to lay this SI in March 2022 in time for the SI to come into force prior to the 2022/23 Financial Year. We will provide confirmation once this has successfully been achieved.

For the remainder of the 2021/22 Financial Year, DfT's ask remains that LTAs should continue to pay out at pre-Covid levels if they are able and, in the 2022/23 Financial Year, choose which is the most appropriate method of continuing these payments, from the options DfT has or will provide in the near future. **To be clear, an LTA may choose to:-**

1. Reduce their pre-Covid level payments in line with the Recovery Strategy (published October 2021). **This is our default assumption.**
2. Maintain pre-Covid level payments for the duration of the 2022/23 financial year, should they deem local circumstances require this.
3. Adopt their own approach to pre-Covid concessionary reimbursement for the 2022/23 financial year, however, we urge LTAs to be sensitive to the financial needs of operators, and balance this against any alternative reduction in concessionary fare payments, as any sudden reduction can lead to immediate negative impacts to operators and service levels.
4. Follow any alternative or supplementary recovery guidance that DfT may issue.

Finally, should LTAs reduce their pre-Covid concessionary reimbursement, we expect that LTAs will carefully consider supporting the bus sector by reinvesting this funding in alternative ways, to continue to support the network and the objectives of the National Bus Strategy.

Should you have any queries, please contact the team at [CONCESSIONARYFARES@dft.gov.uk](mailto:CONCESSIONARYFARES@dft.gov.uk).

Concessionary Travel Team



Department for Transport

Concessionary Travel Team, Bus Recovery  
3rd Floor, Great Minster House  
33 Horseferry Road, London, SW1P 4DR  
[Follow us on twitter @transportgovuk](https://twitter.com/transportgovuk)

<https://www.gov.uk/government/speeches/local-transport-update-financial-support-for-bus-and-light-rail-services>

Government will provide over £150 million, as a final COVID-19 support package, to help local transport authorities and operators run services.

From: Department for Transport and The Rt Hon Grant Shapps MP

Published 1 March 2022

Since the beginning of the pandemic, the government has provided unprecedented financial support to the bus and light rail sectors, in England outside London. Through the emergency COVID-19 funding packages, the government ensured the immediate impacts of the pandemic on bus and light rail networks were mitigated, ensuring services kept running to enable access to jobs, education and healthcare. In the recovery period, the latest packages, the £226.5 million Bus Recovery Grant (BRG) and the £56 million Light Rail and Tram Recovery Grant (LRTRG), due to end in April 2022, have supported the sector following the re-opening of the economy and the lifting of social distancing guidelines. We have also provided a further £29 million uplift to the BRG, to mitigate the impact of Omicron on patronage over winter.

As the sector continues to deal with the ongoing effects of the pandemic and the emergence of new travel patterns, the financial challenges faced by the bus and light rail sector remain. The department recognises the importance local transport services have to the people and economies of the areas they serve and understands that the removal of funding now would create a 'cliff edge' with the prospect of overnight reductions in services. Such an outcome would undermine our aspirations set out in the National bus strategy and Levelling up white papers to improve transport connectivity.

I can therefore announce that we will provide over £150 million in further financial support to the local transport sector. This will fund bus operators and local authorities responsible for bus and light rail services from April until October and is the final COVID-19 support package the government will provide to the sector. The funding will assist local transport authorities and operators in running services as they develop new, effective, financially sustainable networks that cater for the needs of the local public and their local areas after the pandemic.

This package of funding shows our commitment to the development of effective financial sustainability plans, taking into account user needs. It will maximise public confidence in local transport, whilst aligning with our aims from the national bus strategy, to deliver better bus services.

Published 1 March 2022



## **Cabinet – 16 March 2022**

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### **Decisions Taken by Cabinet Members under Delegated Powers**

#### **Recommendation of the Leader of the Council**

1. That the decisions taken by Cabinet Members under delegated powers, as detailed in paragraph 3 below, be noted.

#### **Report of the Director of Corporate Services**

#### **Reasons for Recommendations**

2. To inform Cabinet of recent decisions taken by Cabinet Members under delegated powers.

#### **Background**

3. Cabinet are requested to note the following decisions taken by Cabinet Members under delegated powers:

<b>Cabinet Member</b>	<b>Decision</b>
Cabinet Member for Children and Young People	In approving proposals for the future delivery of the Early Years Coordination Service.
Cabinet Member for Education (and SEND)	In approving the Admission Arrangements for Community and Voluntary Controlled Schools 2023/24 & Coordinated Admissions Scheme 2023/24

#### **Report author:**

Author's Name: Mike Bradbury  
 Telephone No: (01785) 276133

**List of Background Papers** - Cabinet Members Delegated Decision No. 536 and 537.



**FORWARD PLAN OF KEY DECISIONS**  
**Period: 20 April 2022 - 17 August 2022**

The Forward Plan of Key Decisions is prepared on a monthly basis and published at least 28 days before the start of the period covered. Key Decisions are defined as those Executive decisions which are likely:

- (a) to result in the County Council incurring expenditure which is, or the making of savings which are, significant having regard to the relevant budget for the service or function to which the decision relates; or
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more electoral divisions in the County's area.

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

The Membership of the Cabinet consists of:

Leader of the County Council – Alan White  
 Deputy Leader and Cabinet Member for Economy and Skills – Philip White  
 Cabinet Member for Health and Care – Julia Jessel  
 Cabinet Member for Environment, Infrastructure and Climate Change – Simon Tagg  
 Cabinet Member for Commercial Matters – Mark Deaville  
 Cabinet Member for Highways and Transport – David Williams  
 Cabinet Member for Finance and Resources – Ian Parry  
 Cabinet Member for Communities and Culture – Victoria Wilson  
 Cabinet Member for Children and Young People – Mark Sutton  
 Cabinet Member for Education (and SEND) – Jonathan Price

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

Documents submitted for decision will be a formal report which will be available on the County Council's website at least 5 clear working days before the date the decision is to be made, unless that report is subject to any prohibition or restriction on its disclosure. Other relevant background documents used in compiling the report will also be made available in the same way unless they are subject to any prohibition or restriction on their disclosure. Minutes of Cabinet meetings will be published within three working days and will be subject to call-in. The call-in period lasts for three working days. If the decision is not called-in it will be implemented on the fourth working day. Special urgency items are exempt from call-in.

**John Tradewell**  
**Director of Corporate Services**

**Forward Plan of Key Decisions**  
**Period: 20 April 2022 - 17 August 2022**

**NOTE:**

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

Predicted Date of Decision	Public or Private Decision	Title and Description	Background Documents	Consultation	Contact Officer
April 2022	Public	<p><b>Staffordshire Rural Economic Strategy (Deputy Leader of the Council and Cabinet Member for Economy and Skills (Philip White))</b></p> <p>To seek adoption of a new strategy focusing on the County's rural economy as part of the County Council's economic policies and programmes.</p>		District Councils and Key Stakeholders	<p>Anthony Hodge (Tel: 01785 277204)</p> <p><b>Service Area:</b> Business &amp; Enterprise</p>
April 2022	Public	<p><b>Highways Infrastructure Asset Management Plan (Cabinet Member for Highways and Transport)</b></p> <p>The Highways Infrastructure Asset Management Plan (HIAMP) is the link between our strategic objectives and our operational activities. The HIAMP sets out in detail how the authority manages each of our highway assets to meet strategic goals in the most</p>		Formally Scrutiny, Informally across SCC & Amey service areas	<p>James Bailey (Tel: 01785 27 6591)</p> <p><b>Service Area:</b> Highways and the Built County</p>

Predicted Date of Decision	Public or Private Decision	Title and Description	Background Documents	Consultation	Contact Officer
		effective manner having regard to statutory requirements, customer expectations and funding constraints.			
April 2022	Public	<p><b>Framework Agreement for Demolition Services (Cabinet Member for Commercial Matters (Mark Deaville))</b></p> <p>This Framework Agreement is to provide Staffordshire County Council with an agreed schedule of rates for the provision of demolition services on County Council owned buildings throughout the whole County of Staffordshire. The works/service will generally consist of providing a responsive service for carrying out the works as/when required</p>		None at this stage	<p>Ian Turner (Tel: 01785 277228)</p> <p><b>Service Area:</b> Strategic Property</p>
April 2022	Public	<p><b>Integrated Performance Report - Quarter 4 2021/22 (Cabinet Member for Finance and Resources (Ian Parry), Leader of the Council (Alan White))</b></p> <p>The quarterly Integrated Performance Report provides an overview of Staffordshire County Council's progress, performance and financial position in delivering against our Strategic Plan and Delivery Plan.</p>		N/A	<p>Kerry Dove, Rob Salmon (Tel: 07855 679112, Tel: (01785) 27 6354)</p> <p><b>Service Area:</b> Corporate Services</p>
June 2022	Public	<p><b>Corporate Delivery Plan 2022/23 (Cabinet Member for Finance and Resources (Ian Parry))</b></p>		N/A	<p>Kerry Dove (Tel: 07855 679112)</p>

Predicted Date of Decision	Public or Private Decision	Title and Description	Background Documents	Consultation	Contact Officer
		Review and approval of The Corporate Delivery Plan for 2022/23, a plan of key priorities across the organisation that identifies the key activities underway across each directorate			<b>Service Area:</b> Strategy and Transformation
June 2022	Public	<p><b>Bus Service Improvement Plan - Enhanced Partnership Plan and Scheme (Cabinet Member for Highways and Transport)</b></p> <p>This report outlines the purpose of the Enhanced Partnership Plan and Enhanced Partnership Scheme, which summarise the main themes of the Bus Service Improvement Plan, in setting out an analysis of local bus services in Staffordshire, the objectives for the quality and effectiveness of bus services and how the Enhanced Partnership Scheme or Schemes are intended to achieve these objectives. The Enhanced Partnership Scheme describes the Facilities, Measures and Obligations to be implemented to meet those objectives and how the partnership is constituted and operates. Both the Enhanced Partnership Plan and the Enhanced Partnership Scheme have been prepared by Staffordshire County Council, in consultation with the bus</p>		Staffordshire Bus Operators and Community Transport Providers	Clive Thomson (Tel: 01785 276522) <b>Service Area:</b> Connectivity and Sustainability

Predicted Date of Decision	Public or Private Decision	Title and Description	Background Documents	Consultation	Contact Officer
		operators and district councils, under the Transport Act 2000 (c.38).			
June 2022	Public	<p><b>Digital Connectivity in Staffordshire (Cabinet Member for Environment, Infrastructure and Climate Change (Simon Tagg))</b></p> <p>To provide an update on Digital Connectivity in Staffordshire and future priorities for investment.</p>		Borough	<p>Anthony Baines (Tel: 01785 895984)</p> <p><b>Service Area:</b> Economy, Infrastructure &amp; Skills</p>
June 2022	Public	<p><b>Mobilisation of Staffordshire's Household Waste Recycling Centres (Cabinet Member for Commercial Matters (Mark Deaville), Cabinet Member for Environment, Infrastructure and Climate Change (Simon Tagg))</b></p> <p>To provide Cabinet with an update on the mobilisation of the HWRC's from a contractual to an in-house service</p>		None, update to Cabinet on mobilisation only	<p>Clive Thomson (Tel: 01785 276522)</p> <p><b>Service Area:</b> EI&amp;S</p>
July 2022	Public	<p><b>North Staffordshire Local Air Quality Plan (NSLAQP) (Cabinet Member for Highways and Transport)</b></p> <p>Consideration of the Full Business Case for Phase 2 - A53 bus gate of the North Staffordshire Local Air Quality Plan and associated bid to the Clean Air Fund.</p>		none	<p>Clive Thomson (Tel: 01785 276522)</p> <p><b>Service Area:</b> Connectivity and Sustainability</p>
August 2022	Public	<p><b>Families Health &amp; Wellbeing (0-19) Service - from April 2024 (Cabinet Member for Children and Young People (Mark Sutton))</b></p>		None at this stage.	<p>Natasha Moody (Tel: 07976191079)</p>

Predicted Date of Decision	Public or Private Decision	Title and Description	Background Documents	Consultation	Contact Officer
		Options and recommendations for Cabinet regarding the Families Health & Wellbeing (0-19) service from April 2024.			<b>Service Area:</b> Children's Wellbeing & Partnership Team

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