

## **Cabinet**

Wednesday 21 September 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  
Deputy Chief Executive and Director for Corporate Services  
13 September 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 20 July 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:**
  - a) 26 August 2022 (Pages 11 - 12)
  - b) 7 September 2022 (Pages 13 - 14)
6. **Staffordshire Means Back to Business - Oral Update**  
Deputy Leader and Cabinet Member for Economy and Skills
7. **Review of the Agreement for the Provision of Adult Social Care Assessment and Case Management and Occupational Therapy in Staffordshire** (Pages 15 - 26)  
Cabinet Member for Health and Care

8. **Contract for the Supply of Electricity and Associated Services (Call off from YPO Framework 791)** (Pages 27 - 32)  
Cabinet Member for Commercial Matters
9. **Staffordshire Electoral Review - Council Size Submission** (Pages 33 - 68)  
Leader of the Council
10. **Multiply - National Numeracy programme** (Pages 69 - 138)  
Deputy Leader and Cabinet Member for Economy and Skills
11. **Decisions taken by Cabinet Members under Delegated Powers** (Pages 139 - 140)
12. **Forward Plan of Key Decisions** (Pages 141 - 148)
13. **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)

14. **Adult Social Care Reform** (Pages 149 - 180)  
(Exemption paragraph 3)  
Cabinet Member for Health and Care
15. **Contract for Microsoft Software Licensing** (Pages 181 - 186)  
(Exemption paragraph 3)  
Cabinet Member for Commercial Matters
16. **Families Health and Wellbeing (0-19) Service** (Pages 187 - 224)  
(Exemption paragraph 3)  
Cabinet Member for Children and Young People

17. **Healthy Lifestyles Contract**

(Pages 225 - 232)

(Exemption paragraph 3)

Cabinet Member for Health and Care and Cabinet Support  
Member for Public Health and Integrated Care

18. **Extension to the Dynamic Purchasing System Agreement for the supply of Residential and Nursing Care home placements**

(Pages 233 - 238)

(Exemption paragraph 3)

Cabinet Member for Health and Care

<b>Membership</b>	
Alan White (Chair)	Julia Jessel
Mark Deaville	David Williams
Mark Sutton	Ian Parry
Philip White	Simon Tagg
Jonathan Price	Paul Northcott
Victoria Wilson	

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

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**Recording by Press and Public**

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**Minutes of the Cabinet Meeting held on 20 July 2022**

<b>Attendance</b>	
Mark Deaville	David Williams
Julia Jessel	Simon Tagg
Ian Parry	Philip White
Jonathan Price	Alan White (Chairman)
Mark Sutton	Victoria Wilson

**Cabinet Support Member in attendance:** Paul Northcott

**PART ONE**

**16. Declarations of Interest in accordance with Standing Order 16**

The following Member declared an interest in accordance with Standing Order 16.5:-

<b>Member</b>	<b>Minute Nos.</b>	<b>Interest</b>	<b>Reason</b>
Mark Deaville	27	Personal	Director of Nexxus

**17. Decision notice of the meeting held on 15 June 2022**

**Decision** – That the notes of the meeting held on 15 June 2022 be approved.

**18. Leader's Update**

**Decision** – That the oral report of the Leader of the Council giving an update on a range of issues including advice to the public not to swim in open water and not to bring barbeques to Cannock Chase or country parks; Keele being named best UK university in the Student Crowd awards, with Staffordshire University ranked 4th; more than 80 apprentices being recognised at an annual graduation ceremony at Keel University last month including a number working at the county council; the recent opening of the superb Shire Hall Business Centre in Stafford town centre; the initiative to encourage people to cut down on plastic use or even go plastic free; the offer of free activities and food for children over the summer to those on low incomes; and wishing the best of luck to all of our Staffordshire athletes competing in the Commonwealth Games; be noted.

## **19. Minutes of the meeting of the Property Sub-Committee held on 6 July 2022**

**Decision** – That the minutes of the meeting of the Property Sub-Committee held on 6 July 2022 be received.

## **20. 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:

- How the Staffordshire economy is well placed to deal with the economic conditions Staffordshire businesses find themselves working within and how those businesses not only survive but continue to thrive.
- How SME’s are the foundation upon whom the success of the Staffordshire economy rests. Over 400 people have attended the business start-up training offered by the Council’s business start-up programme resulting in 170 new businesses starting to trade.
- The Council continues to promote and support the local economy at multiple levels. Whether that be national, through the recent very successful “We Are Staffordshire” promotional trip to the Palace of Westminster, to regional work through the Midlands Engine and our own direct activity along the A50 A500 corridor or locally, through partnerships with our Boroughs and Districts and the highly successful Staffordshire Means Back to Business Programme. The Council is working closely with our District and Borough Partners over plans of collaboration to maximise the benefits of governments UK Shared Prosperity Fund, working at scale but also at a very localised level. We are also supporting our colleagues in the preparation of their Levelling Up Fund 2 applications in addition to working to submit our own based on transport priorities.
- How the Council is investing its own money in the local economy such as through the recently opened Shire Hall. This important building in the centre of Stafford has been refurbished into managed workspace with easy tenancy arrangements, including virtual, designed to be flexible and meet the needs of small and start-up businesses. Getting more businesses back into our town centres is also critical to support plans through Town Deals and Future High Streets, helping to generate footfall and vibrant places.

- The proportion of young people in Staffordshire aged 18-24 that are claiming work-related Universal Credit has decreased further and now stands at 3.7%, or 2,400 young people which for the first time is now 15 below the pre-pandemic level. This is reflective of our strong and resilient local economy and the record number of job vacancies currently available across the full economy, with more young people finding employment in areas of demand to aid the recovery from the pandemic. There remain clear opportunities for more young people in a number of our priority and locally important sectors such as manufacturing, construction, logistics, health & social care and hospitality.
- The decline in young people claiming Universal Credit has contributed to an overall decline of 180 claimants in June and our claimant rate which now stands at 2.7% of the working age population which is well below the regional rate of 4.9% and national rate of 3.8%.

**21. Approval of Staffordshire County Council’s Community Learning Procurement Arrangements 2023 to 2027**

	<p>“Community learning is targeted to help those who may need help with core English, Maths and digital skills in an environment that works for them and give others the opportunity to improve their vocational skills to increase their employability.</p> <p>With capable workers in demand, this programme helps hundreds of people take steps towards either finding a job or improving upon the one they have. Incorporating lessons from the pandemic, these arrangements for 2023 to 2027 will also help our community learning programme evolve to deliver learning in different ways that reach new audiences”.</p> <p>Philip White, Deputy Leader and Cabinet Member for Economy and Skills</p>
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**Reasons for the Decision** – To seek approval to procure and develop a four-year Community Learning Framework to continue to meet the priorities and outcomes of the Community Learning & Commissioning strategy and approval of the funding allocation and distribution for the first contract year 2023-2024

**Decision** – (a) That approval be given to conduct an Open tender process in line with Staffordshire County Council’s Procurement Regulations and the

Public Contract Regulations to put in place a Community Learning Framework, ensuring the Council achieves value for money and delivers its Community Learning & Commissioning Strategy.

(b) That the award of the Community Learning Framework and subsequent call-off contracts relating to the annual allocation and distribution of funding, be delegated to the Director for Economy, Infrastructure & Skills in consultation with the Deputy Leader and Cabinet Member for Economy and Skills.

## 22. Integrated Performance Report - Quarter 1, 2022/23



"Creating the right conditions for businesses and our economy to grow and thrive remains a priority for the county council. Supporting businesses to create better quality jobs helps improve people's financial security, especially at a time when living and energy costs are on the increase.

We continue to do and spend what is necessary to support those who need us most, however, the rising demand and cost of social care for adults and children continues, and we face challenges alongside our residents in dealing with increasing inflationary pressures.

To help with the pressures in health and social care, an extra £19.25 million has been allocated through the Better Care Fund (BCF), to help people remain in their homes and communities for longer. This is on top of the £123 million BCF, which is used by the council and local NHS to help people needing health and social care.

The transformation of our Children's services continues with areas of improvement, such as multi-agency working and improved processes, however, challenges remain in relation to increasing demand, market availability of children in care placements, workforce capacity and recruitment of social workers. An Ofsted focussed visit in relation to Children in Need and Child Protection was also carried out in quarter 1 which found that interventions are having a positive impact on children's lives and keeping families together.

The current Warmer Homes scheme has been extended to Quarter 2 and continues to provide significant benefits to residents, especially given the rising price of energy. As of 8th June 2022, 528 households had benefitted. While over 2,300 people had received support from 'Beat the Cold'.

Despite the 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”.

Alan White, Leader of the Council



“All council departments continue to deliver against their priorities, whilst progressing with activities in the organisation’s delivery plan.

Good progress has been made across the organisation during Quarter 1, however inflationary pressures across the organisation are having a significant impact. In addition, workforce capacity and recruitment, and demand challenges remain, particularly within Health and Care and Families and Communities.

The latest revenue forecast outturn shows an overspend of £14.693m (2.76%). Inflationary pressures are forecast to be in the region of £50-70m in the current and future years and we continue to monitor the situation carefully.

Like many local authorities, we still face financial challenges, but we continue to keep our finances in as strong a position as possible. Well managed finances ensures that we provide good value for money for local tax-payers and means we can continue to invest in our future and growing our economy”.

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 its Strategic Plan and Delivery Plan.

**Decision** – (a) That the report be received.

(b) That the allocation of £6m from the Contingency budget to mitigate the pressures in Children’s Services and the allocation of £5.050m from the inflation reserve to mitigate pressures caused by increasing prices, be approved.

(c) That, further to the investment in Highways agreed in February as part of the MTFs, an additional £1m be allocated to the service on an ongoing basis, to be funded from interest earned.

### **23. Treasury Management Report for the Year Ended 31 March 2022**



“Staffordshire County Council is a well-run council, and we continue to manage our finances prudently while doing and spending what is required. By using cash reserves rather than borrowing more, we have been able to achieve substantial savings in what remain challenging times. As well as being prudent, our low-risk investment approach, which focuses on lending to low-risk institutions, means we have been well placed to deal with challenges arising from difficulties the current global economy presents. We remain committed to supporting local businesses along with providing access to funding, as we work to grow our economy.”

Ian Parry, Cabinet Member for Finance and Resources

**Reasons for the Decision** – To inform the Cabinet of the Council’s investment and borrowing activity during 2021/22 including both borrowing and investment decisions taken throughout the year in the light of the interest rates and economic conditions prevailing at the time.

**Decision** – (a) That the treasury management activities for the year ended 31 March 2022, including the Prudential Indicators outturn (detailed in Appendix 4 to the report), be noted.

(b) That the use of the Minimum Revenue Provision at 31 March 2022 (as set out in paragraphs 29 and 30 of the report) be noted and approved.

(c) That the proposed revision to the Non-Standard Investment limits (as detailed in paragraphs 56 and 57 and Appendix 5 to the report) be noted and approved.

## 24. 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>
Deputy Leader and Cabinet Member for Economy and Skills	In approving the Staffordshire County Council's Community Learning funding allocation and distribution for 2022 to 2023
Cabinet Member for Education (and SEND)	In approving the recommendations of the Local Government & Social Care Ombudsman

## 25. Forward Plan of Key Decisions

The Forward Plan of Key Decisions for the period 17 August to 21 December 2022, which detailed the following issues, was approved:

<b>Subject Matter</b>	<b>Contact</b>
Start-up and Step-up Support Delivery Plan	Name: Anthony Hodge Tel: (01785) 277204
Families Health & Wellbeing (0-19) Service - from April 2024	Name: Natasha Moody Tel: 07976 191079
Section 75 Agreement for Adult Social Care Assessment and Case Management and Occupational Therapy in Staffordshire	Name: Jo Cowcher Tel: 07772 011078
Adult Social Care Reform Implementation	Name: Jo Cowcher Tel: 07772 011078
Award approval for the Framework Agreement the Provision and Installation of PVC-U Windows, Aluminium Doors and Ancillary Work – Non-Domestic	Name: Ian Turner Tel: (01785) 277228
Multiply - National numeracy programme	Name: Anthony Baines Tel: (01785) 895984
Healthy Lifestyles Contract	Name: Anthony Bullock Tel: (01785) 276649
Integrated Performance Report - Quarter 2, 2022/23	Name: Kerry Dove Tel: 07855 679112

## 26. 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 matters:

### PART TWO

CLlr Philip White took the Chair.

## 27. Enhanced Home Care Service

(Exclusion paragraph 3)

**Reasons for the Decision** – To consider proposals for the development of an Enhanced Home Care Service which would work flexibly, offering additional home care capacity to meet demand when necessary, and reablement for some people when demand is lower to increase their independence.

**Decision** – That the recommendations contained in the report be agreed.

## 28. Highways Future Delivery Model

(Exclusion paragraph 3)

**Reasons for the Decision** – To consider future delivery model options for Staffordshire Highways from October 2024.

**Decision** – That the recommendations contained in the report be agreed.

## 29. Decision Making for Looked After Children/ Use of Regulated placements - Update

(Exclusion paragraph 3)

**Reasons for the Decision** – To provide Cabinet with an update in relation to the use of unregulated placements.

**Decision** – That the recommendations contained in the report be agreed.

**Leader of the Council**



**Minutes of the Property Sub-Committee Meeting held on 26 August 2022**

Present: Philip White (Vice-Chair, in the Chair)

<b>Attendance</b>	
Mark Deaville	Jonathan Price

**Apologies:** Ian Parry and Alan White

**PART ONE**

**12. Declarations of Interest**

There were no declarations of interest on this occasion.

**13. Exclusion of the Public**

**Resolved** – That the public be excluded from the meeting for the following item of business which involves the likely disclosure of exempt information as defined in the paragraph of Part 1 of Schedule 12A (as amended) of the Local Government Act 1972.

**14. i54 Western Extension - Sale of 1.49 acres (part of Plot 2) (exemption paragraph 3)**

Details were submitted of the proposed sale of 1.49 acres of County Council owned land forming part of Plot 2 at the i54 Staffordshire Business Park (Western Extension).

**Resolved** – That the sale be approved and the final terms of the sale to be dealt with under delegated powers as appropriate.

*NB. The above decision was exempt from call-in under the provisions of paragraph 17 of section 7 of Staffordshire County Council's Constitution.*

**Vice-Chairman  
(In the Chair)**



**Minutes of the Property Sub-Committee Meeting held on 7 September 2022**

Present: Alan White (Chairman)

<b>Attendance</b>	
Mark Deaville	Jonathan Price

**Apologies:** Ian Parry and Philip White

**Part one**

**16. Declarations of Interest**

There were no Declarations of Interest on this occasion.

**17. Minutes of the Meeting held on 6 July 2022**

**Resolved** – That the minutes of the meeting held on 6 July 2022 be confirmed and signed by the Chairman.

**18. Minutes of the Meeting held on 26 August 2022**

**Resolved** – That the minutes of the meeting held on 26 August 2022 be confirmed and signed by the Chairman.

**19. Proposed Leases to Academies**

Proposals were submitted to lease the site of one Academy to their Trust 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 lease, at a peppercorn rental, to the Academy detailed in the schedule to the report.

**20. Disposal of surplus property at The Newlands - Royal Walk, Cheadle, ST10 1EL**

Proposals were submitted for the disposal of surplus property at The Newlands, Royal Walk, Cheadle ST10 1EL by way of public auction.

**Resolved** – That (a) approval be given for the sale of the Newlands, Royal Walk, Cheadle ST10 1EL by public auction to the highest bidder for a sum in excess of £200,000.

(b) should the purchase to the highest bidder fall through, the Assistant Director for Commercial and Assets be given delegated approval to agree best terms available with the next succeeding bidder(s).

### **21. Hagley Field - Rugeley - Proposed Lease**

Details were submitted for the proposed 15 year Lease of Hayley Fields, Rugeley to Hagley Community Sports Association.

**Resolved** – That approval be given to enter into a 15 year lease agreement with Hagley Community Sports Association of the operation and management of local community facilities and sports activities on Hagley Fields; delegated approval be given to the Assistant Director for Commercial and Assets to complete the transaction in the event of a change of name in the charity and if the charity wish to lease the property for a longer term.

### **22. Half yearly report on the activity of the County Farms' Tenancies Panel**

The Sub-Committee considered the half yearly activity report by the County Farms Tenancies Panel from 1 January 2022 to 30 June 2022.

**Resolved** – That the report be noted.

### **23. 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.

### **24. County Farms - Holding No. 4 Rowley Estate - Approval of starter farm letting at rental value over £200,000 for term (exemption paragraph 3)**

Details were submitted for the proposed starter farm letting of Holding no.4 Rowley Estate.

**Resolved** – That approval be given for a starter farm letting of Holding No.4 Rowley Estate on the terms in the report.

**Chairman**

## Cabinet Meeting on Wednesday 21 September 2022

### Review of the Agreement for the Provision of Adult Social Care Assessment and Case Management and Occupational Therapy in Staffordshire



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

“The continuation of this Agreement enables the Council to build on our successful partnership with Midlands Partnership Foundation NHS Trust that has been running for a number of years and continues to provide integrated health and social care services to older people, people with physical disabilities and people with mental health conditions.

Continuation of the Agreement is the best option for maintaining quality and value for money. It also offers continuity of services at a time when adult social care is managing the aftermath of the Covid pandemic, responding to increased demand and implementing the Government’s Adult Social Care Reforms.”

#### Report Summary:

Midlands Partnership NHS Foundation Trust (MPFT), and its progenitor organisations South Staffordshire and Shropshire Foundation NHS Trust and Staffordshire and Stoke-on-Trent Partnership Trust, have provided an assessment and case management and occupational therapy services for older people and people with physical disabilities on behalf of the Council since 2012, and for people living with mental health conditions in South Staffordshire since 2009.

Our current Section 75 Agreement for these services commenced on 1<sup>st</sup> April 2020, for three years, with the option to extend for a further two years. The report recommends that Cabinet implements this extension to enable the continuation of services until 31<sup>st</sup> March 2025.

#### Recommendations

I recommend that Cabinet:

- a. Approve that the Council extend the current Section 75 Agreement with MPFT for two years from 1st April 2023 to 31<sup>st</sup> March 2025, to continue to provide adult social care assessment and case management and occupational therapy in Staffordshire.
- b. Authorise the Director of Health and Care and Director of Corporate Services, in consultation with the Cabinet Member for Health and Care to finalise and implement the extension of the Section 75 Agreement for adult social care assessment and case management and occupational therapy in Staffordshire.

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

## **Cabinet – Wednesday 21 September 2022**

### **Review of the Agreement for the Provision of Adult Social Care Assessment and Case Management and Occupational Therapy in Staffordshire**

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

I recommend that Cabinet:

- a. Approve that the Council extend the current Section 75 Agreement with MPFT for two years from 1<sup>st</sup> April 2023 to 31<sup>st</sup> March 2025, to continue to provide adult social care assessment and case management and occupational therapy in Staffordshire.
- b. Authorise the Director of Health and Care and Director of Corporate Services, in consultation with the Cabinet Member for Health and Care to finalise and implement the extension of the Section 75 Agreement for adult social care assessment and case management and occupational therapy in Staffordshire.

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

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

##### **Background**

1. Adult social care assessment and case management services carry out the Council's statutory duties for assessment of people's eligible needs under the Care Act 2014, determination of an appropriate support plan, and review of people with assessed eligible needs.
2. It also includes:
  - a. Providing professional support to prevent or reduce the need for care, including rehabilitation for people with sensory needs.
  - b. Assessing individuals' mental capacity and making Best Interest Assessments.
  - c. Completing Mental Health Act Assessments by Approved Mental Health Professionals (AMHPs); and
  - d. Completing safeguarding enquiries and developing safeguarding plans.

- e. Providing Occupational Health assessments to enable people to maximise their independence, for example through use of equipment.
3. Midlands Partnership NHS Foundation Trust (MPFT) and its progenitor organisations South Staffordshire and Shropshire Foundation NHS Trust (SSSFT) and Staffordshire and Stoke-on-Trent Partnership Trust (SSOTP) have provided adult social care assessment and case management and occupational therapy services for older people and people with physical disabilities on behalf of the Council since April 2012, and for people living with mental health conditions in south Staffordshire (the districts of Cannock, Tamworth, Stafford, South Staffordshire, Lichfield and East Staffordshire) since 2009.
4. The Section 75 Agreement was also expanded to include adult social care assessment and case management services for people living with mental health conditions in North Staffordshire (Newcastle-under-Lyme and Staffordshire Moorlands) in 2021.
5. The Council has a legal Agreement under Section 75 of the NHS Act 2006 to delegate these functions to MPFT. This Section 75 Agreement commenced on 1<sup>st</sup> April 2020, for three years, with the option to extend for a further two years.
6. Midlands Partnership NHS Foundation Trust and the Council have reviewed the Agreement and have agreed in principle to extend it until 31st March 2025, subject to Cabinet and MPFT Board approval.
7. The Section 75 Agreement includes Key Performance Indicators which demonstrate that MPFT are performing well in many areas, especially considering the 33% increase in assessments across all adult social care services compared to pre-pandemic levels, and the increase in complexity of referrals. For example:
  - a. At July 2022 MPFT completed 77% of Care Act assessments within 28 days for those requiring a detailed assessment.
  - b. At July 2022 MPFT had completed annual reviews within 12 months for 77% of older people / people with physical disabilities and 91% of people with mental health problems.
  - c. The Council and MPFT complete quality audits to provide assurance regarding the quality of assessments and ensuring that best practice is shared and areas for improvement are identified.

## Financial Implications

8. The Council's financial contribution towards the Section 75 Agreement was increased in 2022/23 by £1.26m to enable MPFT to continue to provide Adult Social Care Assessment and case management functions for three reasons:
- The Council was contractually required to increase the financial contribution to recognise pay inflation.
  - Since the Agreement commenced in April 2020 there has been an increase in demand for adult social care assessment and case management which has been funded through ad hoc payments for temporary staffing. The increase in financial contribution enabled MPFT to recruit permanent resource to continue to meet this increased demand.
  - MPFT will support the Council to implement the Government's Adult Social Care reforms including the enhanced assurance framework for adult social care from 1<sup>st</sup> April 2023. MPFT and the Council are committed to working together to prepare for these arrangements.
9. The Council's annual financial contribution to the Section 75 Agreement for the additional two years is as set out in Table 1.

**Table 1: Financial Contribution**

Financial Contribution	Current Agreement £m	Extension of Agreement £m		
	2022/23	2023/24	2024/25	Total
Assessment & case management – Older People, People with Physical Disabilities People with Sensory needs	15.395	15.395	15.395	30.790
Occupational Therapy	1.449	1.449	1.449	2.898
Overheads	2.054	2.054	2.054	4.108
Assessment & case management – Mental Health South	2.454	2.454	2.454	4.908
Assessment & case management – Mental Health North	0.678	0.678	0.678	1.356
<b>Total (Excluding inflation)</b>	<b>22.030</b>	<b>22.030</b>	<b>22.030</b>	<b>44.060</b>
Estimated inflation included within MTFS	0.264	0.661	1.342	2.003
<b>Total (including estimated inflation)</b>	<b>22.294</b>	<b>22.691</b>	<b>23.372</b>	<b>46.063</b>

## **Legal Implications**

10. The current Section 75 Agreement includes provision for an extension of up to two years to end of March 2025. There are therefore no legal implications of extending for two years.
11. Subject to Cabinet approval, a legal variation will be completed to formally extend the Agreement.

## **Climate change Implications**

12. The adult social care assessment and case management service will work with people remotely where possible in order to reduce travel time and carbon emissions, recognising that some people will need to be seen face to face.

## **Community Impact Assessment**

13. The extension of the Section 75 Agreement will enable the Council to continue to effectively support older people, people with physical disabilities, and people living with mental health conditions.
14. The alternative option of transferring the service from MPFT to the Council would be highly disruptive at a time when adult social care is managing the aftermath of the Covid pandemic, responding to increased demand and implementing the Government's Adult Social Care Reforms. It is also unlikely to significantly increase performance or be more cost effective.

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

Cabinet Paper: New Agreement for Provision of Adult Social Care Assessment and Case Management and Occupational Therapy in Staffordshire; 18<sup>th</sup> September 2019

## **Contact Details**

**Assistant Director:** Jo Cowcher, Assistant Director for Adult Social Care & Safeguarding

**Report Author:** Amanda Stringer

**Job Title:** Lead Commissioner Adult Social Care

**Telephone No.:** 01785 895170

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

# Community Impact Assessment

Review of the Agreement for the Provision of Adult Social Care Assessment and Case Management and Occupational Therapy in Staffordshire

**Amanda Stringer**

Date 4<sup>th</sup> July 2022

➤ **Equality Assessment**

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
<b>Age</b> - older and younger people	The Continuation of the Section 75 Agreement will ensure that we continue to meet the statutory duties for both older people, and people aged 18-65 with eligible care act needs		
<b>Disability</b> - 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.	The Continuation of the Section 75 Agreement will ensure that we continue to meet the statutory duties for people with Physical disabilities, sensory and people living with mental health conditions		
<b>Gender reassignment</b> - those people in the process of transitioning from one sex to another	The Continuation of the Section 75 Agreement will ensure that we continue to meet the statutory duties for older people, people with physical disabilities, and people living with mental health conditions for protected characteristics.		
<b>Marriage &amp; Civil Partnership</b> - people who are married or in a civil partnership should not be treated differently at work			
<b>Pregnancy &amp; Maternity</b> - women who are pregnant or who have recently had a baby, including breast feeding mothers			
<b>Race</b> - people defined by their race, colour, and nationality (including citizenship) ethnic or national origins			
<b>Religion or Belief</b> - people with any religious or philosophical belief, including a lack of belief. A			

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
belief should affect a person's life choices or the way they live for it to be considered			
<b>Sex</b> - men or women			
<b>Sexual orientation</b> - whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes			

## Health and Care Assessment

Key considerations	Benefits	Risks	Mitigations / Recommendations
<p>As detailed in the Cabinet Report the Section 75 Agreement delivers a number of health and care services including:</p> <ul style="list-style-type: none"> <li>a. assessment of people's eligible needs, determination of an appropriate support plan, and review of people with assessed eligible needs.</li> <li>b. Providing professional support to prevent or reduce the need for care, including rehabilitation for people with sensory needs;</li> <li>c. Assessing individuals' mental capacity and making Best Interest Assessments</li> <li>d. Completing Mental Health Act Assessments by Approved Mental Health Professionals (AMHPs).</li> </ul>	<p>The Continuation of the Section 75 Agreement will ensure that we continue to meet these functions</p>		

Key considerations	Benefits	Risks	Mitigations / Recommendations
e. Completing safeguarding enquiries and developing safeguarding plans. f. Providing Occupational Health assessments to enable people to maximise their independence, for example through use of equipment.			

### ➤ Communities Assessment

Key consideration	Benefits	Risks	Mitigations / Recommendations
Page 24 Continue to provide opportunities to strengthen community capacity to create safer and stronger communities.	The continuation of the section 75 agreement will enable MPFT to continue to work with the Council's Supportive Communities programme – supporting people to access support within their communities.		

### ➤ Economic Assessment

Key consideration	Benefits	Risks	Mitigations / Recommendations
Impact on economic growth	The recommendation to continue the section 75 agreement will not impact on economic growth		

➤ **Climate Change Assessment**

Key considerations	Benefits	Risks	Mitigations / Recommendations
Impact on climate change	The recommendation to continue the section 75 agreement will not impact on climate change.		

➤ **Environment Assessment**

Key considerations	Benefits	Risks	Mitigations / Recommendations
Impact on Physical and Natural Environment	The recommendation to continue the section 75 agreement will not impact on climate change.		



**Cabinet Meeting on Wednesday 21 September 2022**

**Contract for the Supply of Electricity and Associated Services (Call off from YPO Framework 791)**



**Cllr Mark Deaville, Cabinet Member for Commercial Matters said,**

“Current events show the importance of ensuring we have flexible arrangements in place to obtain the best value for taxpayers despite the volatility of markets.

“In line with the County Council’s commitment to reach Net Zero carbon emissions by 2050, we will purchase Green Electricity.”

**Report Summary:**

The objective of the report is to establish approval for procurement direction and award for the time period 1st April 2023 until 31st March 2027 for the supply of Electricity and Associated Services, by utilising the Yorkshire Purchasing Organisation energy framework and their flexible purchasing model to gain the best value possible and volume for the purchase of Electricity, from the supplier Npower Business Solutions. The contract will be for the supply of 100% green Electricity product.

**Recommendation(s)**

I recommend that Cabinet:

- a. Approve the approach for procuring, awarding, and entering into an Electricity and Associated Services contract through the Yorkshire Purchasing Organisation (YPO) framework for the period of 1<sup>st</sup> April 2023 until 31<sup>st</sup> March 2027, with Npower Business Solutions.

- b. Agree that the Deputy Chief Executive and Director of Corporate Services be given delegated authority to approve the contract award and delegated signatory of the contract

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

## **Cabinet – Wednesday 21 September 2022**

### **Contract for the Supply of Electricity and Associated Services (Call off from YPO Framework 791)**

#### **Recommendation(s) of the Cabinet Member for Commercial Matters**

I recommend that Cabinet:

- a. Approve the approach for procuring, awarding, and entering into an Electricity and Associated Services contract through the Yorkshire Purchasing Organisation (YPO) framework for the period of 1<sup>st</sup> April 2023 until 31<sup>st</sup> March 2027, with Npower Business Solutions.
- b. Agree that the Deputy Chief Executive and Director of Corporate Services be given delegated authority to approve the contract award and delegated signatory of the contract

#### **Report of the Deputy Chief Executive and Director of Corporate Services**

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

1. The objective of the report is to establish approval for procurement direction and award for the time period 1st April 2023 until 31st March 2027 for the Electricity and Associated Services contract, by utilising the YPO energy framework and their flexible purchasing model to gain the best value for the purchase of electricity, from the supplier Npower Business Solutions.
2. Within the public-sector arena, energy procurement has been a focus for Central Purchasing Bodies ('CPBs', referred to as consortiums or public sector buying organisations) throughout the UK. These bodies offer aggregated volume based flexible pricing procurement routes and are Public Contracts Regulations compliant. There has also been a strong drive by from the UK Government Energy Project board to utilise such CPBs such as YPO, Crown Commercial Services and Eastern Shire

Purchasing Organisation, all of which were reviewed as part of market research. Energy Market conditions have presented several challenges regards the supply and delivery of these contracts.

3. The annual value of the electricity is changing from a fairly stable cost to one increasing significantly to due international events. The total electricity spend on corporate buildings, schools and other minor partner sites in the current financial year is circa £6m
4. The category covers the supply of electricity and associated services to SCC (25%) and Schools and associated non-SCC sites (academies, emergency services sites and higher education establishments managed by Entrust Support Services Limited ("Entrust") Energy Management) (75%) portfolio. This is a high-profile category for SCC and stakeholders due to the financial impact. The category can also be classed as contentious due to the SCC user and public awareness of the current volatility of the markets which is widely reported.
5. Contractual Obligation for volume – Volume (clips) are purchased based on data showing previous demand, but there is no commitment to volume or volume purchase. With the YPO arrangement electricity volume can be "handed back" to YPO under the contract if it is not used or needed, or more commonly absorbed by the other sites contained on the SCC asset list. This is another advantage of the YPO arrangement.
6. Historically SCC and Entrust Energy Management have conducted a call off from a consortium contract based on flexible volume procurement, this enabled SCC to take advantage of lower prices and flex in the way future volume is purchased through Energy markets. Due to the current volatility in the markets, this has shifted to volume purchase to reduce risk of supply or higher variable rates.
7. YPO offer a number of purchasing solutions including the option of a different kind of fixed / flexible price contract. The flexible service allows electricity volume to be purchased by YPO at optimum times which is then ringfenced for customers in this trading basket, the volumes are bought throughout the preceding 24 months at optimum trading times when prices are lowest to deliver a period of volume supply at a stable price. This allows YPO to take advantage of very minor movement in current markets and pass these benefits on to customers, but also protects customers from spikes in electricity volume trading. It is noted however that current trading conditions are extremely volatile, and purchases are made to secure volume where possible whilst this volatility continues.

8. To provide an example (as at today 26/08/2022) \* the typical YPO Framework Electricity Rate is currently around 27.7p/kWh, if SCC were to move onto a standard non-contracted deemed tariff, then this would rise to 36.6p/kWh. This would represent a significant cost increase. This demonstrates the market advantage of the YPO flexible purchasing option. **\*NB** Rates are currently fluctuating hourly, and volatility continues to impact and increase unit rates significantly.
9. In regards the green electricity provision YPO will ask members for their green requirements once new contracts are signed and will return to the market to ascertain the volume price increase.
10. Currently (as at today 26/08/2022) prices are circa £10 per MWh that would equate to an additional 1p p/kWh for green electricity provision.
11. This equates to approximately £81,000 for corporate properties and £104,000 for maintained schools. With equivalent carbon reduction of 1,800tCO<sub>2</sub>e and 2,400tCO<sub>2</sub>e, respectively.
12. Following framework comparison, it is the recommendation of SCC Commercial and Entrust Energy Management team that SCC join the YPO Energy Flexible purchasing framework for the period 1st April 2023 until 31st March 2027. Npower Business Solutions are the only provider of electricity through YPO.

### **Cost Implications**

13. In the financial year 2021-22 the cost per kWh was 15p, in the current year it is 30p per kWh. The MTFs assumed an increase of 50% in 21/22 compared to the actual increase of 100%. The additional cost in 21/22 can be met from one-off savings on the pooled buildings budget, mainly relating to a reduced contribution to the Shirehall project. The market is so volatile currently that it isn't possible to accurately predict future costs. However, for budgeting purposes a reasonable high estimate for the next year is 60p per kWh, which would result in a budget pressure in 22/23 in the region of £2.4m for corporate properties, after also taking account of the increase in 21/22, and £3m across the maintained schools. These additional costs in 22/23 will be considered as part of the MTFs refresh.
14. Through energy efficiency measures and property rationalisation the corporate estate has reduced its electricity consumption by 25% from 2017 to 2022 and further energy reduction actions are part of our ongoing property strategy.
15. There currently are no purchasing arrangements available that offer a fixed price.

### **Legal Implications**

16. The tendering process completed by YPO complies with the Public Contract Regulations 2015 and was advertised and awarded following the regulations

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

17. Current Energy market trading conditions are extremely volatile, and purchases are made to secure volume where possible whilst this volatility continues. Prices have already increased by around 300 – 400% and there is no noticeable trend for this ceasing or reducing.
18. There are projections which are provided by Npower business solutions for their records and YPO along with market trend information from OFGEM. Our current purchasing strategy has shifted from securing unit rate and volume discounts to a necessity to secure volume to ensure supply.

### **Climate Change Implications**

19. Having consulted with the Sustainability & Climate Change Team areas for consideration within this procurement should be the conservation of fuel and power this contract will be for 100% green electricity and upon the signature of the contract and securing of volume a REGO certificate will be provided to the Sustainability & Climate Change Team from Npower business solutions for their records

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

NA

**Report Commissioner:** **Ian Turner**  
**Job Title:** Assistant Director for Commercial and Assets  
**E-Mail Address:** [ian.turner@staffordshire.gov.uk](mailto:ian.turner@staffordshire.gov.uk)



## **Cabinet Meeting on Wednesday 21 September 2022**

### **Staffordshire Electoral Review – Council Size Submission**



**Cllr Alan White, Leader of the Council said,**

“We believe that our proposals will best serve our communities and ensure we can continue efficient and effective running of the county council over the coming years.

“All our councillors are involved in the process, and we have worked closely with our district and borough colleagues as we continue to strengthen those partnerships.”

#### **Report Summary:**

In March 2022, the Local Government Boundary Commission (LGBC) initiated an Electoral Review of Staffordshire. The rationale for undertaking an Electoral Review is both due to our changing population which has led to electoral inequality, and the length of time since our last review.

The last Electoral Review was undertaken between 2010-12 and resulted in Staffordshire maintaining the existing council size of 62 Members, with division boundaries being altered to address voter inequality and reflecting the identities and interests of local communities.

There are two key stages to an Electoral Review:

- a. Stage 1 – which considers the Council Size
- b. Stage 2 – which considers division arrangements

As part of Stage 1, the County Council is required to submit a Council Size Submission to the LGBC by 11<sup>th</sup> November 2022. Cabinet is asked to consider the progress on the County’s Electoral Review and the Council Size Submission which is due to be considered by Full Council on 13<sup>th</sup> October. Corporate Overview and Scrutiny Committee considered the Submission on 13<sup>th</sup> September, and the Committee’s comments will be provided to Cabinet

## **Recommendations**

I recommend that Cabinet:

- a) Note the progress and timescales for Staffordshire's Electoral Review
- b) Agree to the proposals within the Council Size Submission that the County Council:
  - i. Retains the current council size of 62 Elected Members
  - ii. Requests a single member per division review
- c) Agree that the Council Size Submission is referred to the County Council for approval on 13 October 2022.
- d) Subject to c) being approved by the Council, agree that the Leader of the Council and the Deputy Chief Executive and Director for Corporate Services be authorised to finalise the details of the Council Size Submission prior to submitting to the Boundary Commission

## **Cabinet – Wednesday 21 September 2022**

### **Staffordshire Electoral Review - Council Size Submission**

#### **Recommendations of the Leader of the Council**

I recommend that Cabinet:

- a) Note the progress and timescales for Staffordshire’s Electoral Review
- b) Agree to the proposals within the Council Size Submission that the County Council:
  - i. Retains the current council size of 62 Elected Members
  - ii. Requests a single member per division review
- c) Agree that the Council Size Submission is referred to the County Council for approval on 13<sup>th</sup> October 2022.
- d) Subject to c) being approved by Council, Agree that the Leader of the Council and the Deputy Chief Executive and Director for Corporate Services be authorised to finalise the details of the Council Size Submission prior to submitting to the Boundary Commission

#### **Local Member Interest:**

N/A

#### **Report of the Deputy Chief Executive and Director of Corporate Services**

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

##### **Background**

1. In March 2022, the Local Government Boundary Commission initiated an Electoral Review of Staffordshire. The rationale for undertaking an Electoral Review is both due to our changing population which has led to electoral inequality, and the length of time since our last review.
2. The last Electoral Review was undertaken between 2010-12 and resulted in Staffordshire maintaining the existing council size of 62 Members, with division boundaries being altered to address voter inequality and reflecting the identities and interests of local communities.
3. There are two key stages to an Electoral Review:
  - a. Stage 1 – which considers the Council Size

- b. Stage 2 – which considers division arrangements
4. Stage 1 commenced in June 2022. The County Council is required to submit its Council Size submission to the Boundary Commission by 11<sup>th</sup> November 2022.
5. Stage 2 will commence in January 2023, when the Boundary Commission publishes its in-principle decision on council size. There will then be a 12-week consultation period for any interested organisation or individual to submit their proposals for division arrangements.
6. It is expected that the Commission will publish its final division arrangements recommendations in November 2023. The new division arrangements will be elected to in 2025.

### **Developing our Council Size Submission**

7. Even though this is a County Council Electoral Review, we are dependent on a significant amount of information from Staffordshire Districts and Boroughs to inform both our Council Size Submission and the Review in general, for example electoral registers. We have been working closely with our District and Borough colleagues since June 2022 to gain access to the required data and information, and to work with them to review and quality assure the information.
8. A cross-organisation Project Team has been established to oversee the County Council's input into the Electoral Review, with the Deputy Chief Executive and Director for Corporate Services as the SLT lead. Corporate Overview and Scrutiny Committee are providing scrutiny and oversight to the Electoral Review process.
9. The Boundary Commission consider three key aspects when considering Council Size:
  - a. Strategic Leadership – how many Elected Members are required to give strategic leadership and direction to the authority?
  - b. Accountability – how many Elected Members are required to provide scrutiny to the authority? How many Elected Members are required to meet the regulatory requirements of the authority?
  - c. Community Leadership – how the representation role of Elected members in the local community is discharged and how they engage with people and conduct casework.
10. The Boundary Commission recognise that there is considerable variation in council size across England, not only between different

types of authority, but also between authorities of the same type. As such they aim to recommend a council size which is appropriate for the individual local authority.

## Electoral Forecasts

11. A key element of the Review is considering how the electorate is likely to change over the coming years. As such electoral forecasts up to 2028 have been produced for all polling districts, existing divisions and District and Boroughs.

12. The recommended Boundary Commission methodology has been used to calculate the electoral forecasts. This methodology reviews electorate figures for the past 3 years and then uses Office for National Statistics population data and forecasts to project forward electorate numbers. This produces a standard forecast; an adjustment is then made to reflect confirmed housing developments that will impact the electorate in particular areas between 2022 and 2028. This then produces a final electorate forecast for 2028.

13. The table below summaries the current 2022 electorate by District/Borough and how the electorate is projected to change by 2028. Appendix 2 presents summarised data for all existing divisions.

District	2022 Electorate	Electorate per Member	Variance from Staffs Average	Projected 2028 Electorate	Electorate per Member	Variance from Staffs Average	Electorate Increase
Cannock Chase	76,335	10,905	1.5%	82,339	11,763	0.9%	6,004
East Staffordshire	89,636	11,205	4.3%	102,913	12,864	10.4%	13,277
Lichfield	83,085	10,386	-3.3%	88,310	11,039	-5.3%	5,225
Newcastle	91,985	10,221	-4.9%	99,288	11,032	-5.3%	7,303
South Staffordshire	85,060	10,633	-1.0%	89,601	11,200	-3.9%	4,541
Stafford	103,538	11,504	7.1%	113,659	12,629	8.4%	10,121
Staffordshire Moorlands	77,104	11,015	2.5%	82,950	11,850	1.7%	5,846
Tamworth	59,280	9,880	-8.0%	63,583	10,597	-9.1%	4,303
<b>Staffordshire</b>	<b>666,023</b>	<b>10,742</b>	<b>0.0%</b>	<b>722,643</b>	<b>11,656</b>	<b>0.0%</b>	<b>56,620</b>

We are still working with Lichfield District Council on housing development data, to confirm the likely status of several potentially major developments by 2028.

The forecast electorate in this district may therefore be subject to a further increase prior to final submission.

## **Council Size Submission - Summary**

14. The draft Council Size Submission is attached in Appendix 1. This uses the Boundary Commission's preferred template and pulls together key evidence to support the proposed council size.
15. The Submission proposes that the County Council:
  - a. Retains the current council size of 62 Elected Members
  - b. Requests a single Member per division review

The evidence outlined in the Submission demonstrates that the current council size of 62 Elected Members supports the Council to efficiently and effectively undertake the three key aspects outlined in paragraph 9.

16. The County Council's current electoral arrangements include two Divisions with two Elected Members. The Submission outlines that these arrangements do not provide the most efficient conditions for community representation. Representing a larger electorate presents difficulties, and it is acknowledged that it can be difficult to split casework, and for electors to easily identify who 'their Councillor' is.
17. As such, it is proposed that that County Council requests a single member per division review. However, it should be noted that single member divisions may not be achievable. The same request was made in 2010, however two dual divisions remained.
18. Corporate Overview and Scrutiny Committee considered the draft Council Submission on 13 September 2022, and the Committee's comments will be provided to Cabinet.
19. It is recommended that Cabinet agree that the Council Size Submission is referred to the County Council for approval on 13<sup>th</sup> October 2022.

## **Stage 2 - Division Arrangements**

20. Once the County Council has submitted its Council Size Submission on 11 November, the Boundary Commission will then have five weeks to review the submission and decide on an in-principle council size. We expect the Boundary Commission to announce this on 10 January 2023.

21. The County Council, and other interested parties including members of the public, have 12 weeks to submit their initial proposals for new division arrangements. These proposals will need to include where the boundaries lie between divisions, the number of Members for each division, and the names of divisions.
22. In formulating our division proposals, we will need to consider the Boundary Commission's three main criteria for considering new patterns of electoral divisions:
  - a. Electoral equality
  - b. Community interests and identities
  - c. Promotion of effective and convenient local government
23. Our division proposals need to be submitted to the Boundary Commission by 20 March 2023. The Commission will then have a further 12 weeks to analyse all the representations made and produce their draft recommendations. We expect their draft recommendations to be published on 27 June 2023. The Council will then have eight weeks to respond to the draft recommendations, prior to final recommendations being produced in November 2023.

### **Legal Implications**

24. There are no specific legal implications for the development of the Council Size Submission.

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

25. There are no specific financial implications for the development of the Council Size Submission

### **Climate Change Implications**

26. There are no specific climate change implications for the development of the Council Size Submission

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

Appendix 1 – Council Size Submission Draft  
Appendix 2 – Electoral Forecast Division Summary

### **Contact Details**

**Assistant Director:** Kerry Dove  
Assistant Director for Strategy and Transformation

**Report Author:**  
**Job Title:**  
**Telephone No.:**  
**E-Mail Address:**

Katie Marshall  
Senior Change Manager – Electoral Review  
07773791631  
[katie.marshall@staffordshire.gov.uk](mailto:katie.marshall@staffordshire.gov.uk)

Staffordshire County Council

# Council Size Submission: Template

[Staffordshire County Council

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## How to Make a Submission

It is recommended that submissions on future governance arrangements and council size follow the guidance provided and use the format below as a template. Submissions should be treated as an opportunity to focus on the future needs of the council and not simply describe the current arrangements. **Submissions should also demonstrate that alternative council sizes have been considered in drawing up the proposal and why you have discounted them.**

The template allows respondents to enter comments directly under each heading. It is not recommended that responses be unduly long; as a guide, it is anticipated that a 15 to 20-page document using this template should suffice. Individual section length may vary depending on the issues to be explained. Where internal documents are referred to URLs should be provided, rather than the document itself. It is also recommended that a table is included that highlights the key paragraphs for the Commission's attention.

'Good' submissions, i.e., those that are most robust and persuasive, combine the following *key success components* (as set out in the guidance that accompanies this template):

- Clarity on objectives
- A straightforward and evidence-led style
- An understanding of local place and communities
- An understanding of councillors' roles and responsibilities

## About You

The respondent should use this space to provide the Commission with a little detail about who is making the submission, whether it is the full Council, Officers on behalf of the Council, a political party or group, a resident group, or an individual.

This submission is made by Staffordshire County Council and is due to be approved and signed off by Full Council on 13<sup>th</sup> October 2022

## Reason for Review (Request Reviews Only)

Please explain the authority's reasons for requesting this electoral review; it is useful for the Commission to have context. *NB/ If the Commission has identified the authority for review under one of its published criteria, then you are not required to answer this question.*

N/A

## The Context for your proposal

Your submission gives you the opportunity to examine how you wish to organise and run the council for the next 15 - 20 years. **The consideration of future governance arrangements and council size should be set in the wider local and national policy context.** The Commission expects you to challenge your current arrangements and determine the most appropriate arrangements going forward. In providing context for your submission below, please demonstrate that you have considered the following issues.

- When did your Council last change/reorganise its internal governance arrangements and what impact on effectiveness did that activity have?
- To what extent has transference of strategic and/or service functions impacted on the effectiveness of service delivery and the ability of the Council to focus on its remaining functions?
- Have any governance or capacity issues been raised by any Inspectorate or similar?
- What influence will local and national policy trends likely have on the Council as an institution?
- What impact on the Council's effectiveness will your council size proposal have?

In 2002 Staffordshire County Council adopted a Strong Leader Cabinet Model, the Council's "Executive" for the purpose of the Local Government Act 2000. These arrangements are reflected in the Constitution. Since that time, we have continued to refine our governance arrangements to ensure that our arrangements are effective. Over the past 22 years we have regularly reviewed that structure: the Cabinet Portfolios and the remits of the Overview and Scrutiny Committees, to best reflect our vision and strategy. We demonstrate the commitment to Overview and Scrutiny by having a dedicated support to help non-executive members develop expertise in policy making and service provision.

Due to the nature and success of our governance and decision making, no petition for change has ever been proposed, demonstrating the confidence in which the community, businesses and public sector partners have in us.

Staffordshire recently had an Internal Audit Report on Delivering Good Governance - Corporate Decision-Making Arrangements. The purpose of the audit was to review compliance with the Council's corporate decision-making arrangements. The audit reviewed both Key Decisions taken by Cabinet and Delegated Decisions taken by Cabinet Members and Executive Officers. In addition, the audit reviewed processes in place for the appropriate completion of Community Impact Assessments (CIAs). Internal Audit were able to offer substantial assurance as the areas reviewed were found to be adequately controlled. Internal controls were in place and operating effectively and risks against the achievement of objectives were well managed.

Given the impact that our strong and consistent decision making has on our effectiveness, our proposal is that we retain 62 Elected Members, we believe that this will allow the Council to remain effective, and for Councillors to be able to deliver the three aspects to their role – strategic leadership, accountability, and community leadership.

If we were to reduce our council size, there would be a significant negative impact on our decision-making process and Members would not be able to effectively represent their communities due to having to attend more meetings and prepare for them. Our current size of 62 allows for an even distribution of meeting attendance, and good community representation. If we were to increase our council size, there are risks that this could cause additional challenges to our decision-making processes and greater inefficiencies.

The Council elects a Leader for a four-year term who then appoints Members to form a Cabinet. Under the Constitution the Cabinet may consist of up to 10 members, including a Leader and Deputy Leader. The Constitution allows for four Overview and Scrutiny Committees. The Overview and Scrutiny Committees investigate issues affecting the communities of Staffordshire. Each Overview and Scrutiny Committee has its own area of responsibility which is themed around the County Council's Directorates and reflect the priorities in the Strategic Plan.

### Local Authority Profile

**Please provide a short description of the authority and its setting, in particular the local geography, demographics, and community characteristics.** This should set the scene for the Commission and give it a greater understanding of any current issues. The description should cover all the following:

- Brief outline of area - are there any notable geographic constraints for example that may affect the review?
- Rural or urban - what are the characteristics of the authority?
- Demographic pressures - such as distinctive age profiles, migrant, or transient populations, is there any large growth anticipated?
- Community characteristics – is there presence of “hidden” or otherwise complex deprivation?
- Are there any other constraints, challenges, issues, or changes ahead?

Further to providing a description, the Commission will be looking for a submission that demonstrates an understanding of place and communities by putting forth arguments on council size based upon local evidence and insight. For example, how does local geography, demographics and community characteristics impact on councillor casework, workload, and community engagement?

Staffordshire is large, predominately rural county, with several urban centres, located in the centre of the UK. Whilst 80% of the County is classified as rural, 75% of our population live in towns and large villages. The County covers an area of 1,012sqm (2,623KM<sup>2</sup>) and has

an estimated population of 876,100 people and it is estimated that the population will rise to approximately 912,500 people by 2028. Overall, the County is relatively affluent, however there are pockets of multiple deprivation, particularly in some of our towns, including Tamworth, Burton-on-Trent (East Staffordshire), Newcastle-under-Lyme and Cannock.

Recent data from the 2021 Census shows that the trend of population ageing continues across the county, with the highest population growth among older adults. Those aged 65+ increased by 24% from 2011 to 2021, from just under 157,000 to just over 194,000 respectively, whilst the ratio of working age adults to pension age adults has declined considerably between 2011 and 2021; from 3.2 to 1 in 2011 to 2.6 to 1 in 2021. Additionally, the number of children and young people (0-19) decreased by 4%, with a particular decline of 14% in those aged 15-19. However, the population growth and age profile does vary across our districts and boroughs, with a higher proportion of older people (65+) in Staffordshire Moorlands and South Staffordshire, a higher proportion of children and young people (aged 0-19) in East Staffordshire and Tamworth, and faster population growth across East Staffordshire, Lichfield, and Stafford.

Our central location is one of our many economic strengths. The county boasts a diverse economy with significant strengths in automotive, aerospace, energy, medical technologies, construction, logistics, digital and Agri-Tech to name a few. While the county is home to many world-renowned businesses, most of our businesses are small and medium enterprises. Supporting growth of our existing businesses and enabling people to start and grow their own businesses in the county is key to ensuring our economy remains vibrant and dynamic. In recent years, we have seen an increase in the percentage of our working age population with higher levels of skills, however challenges remain. Some areas of the county lag in terms of skills level, particularly within Cannock Chase, Tamworth, and parts of Newcastle-under-Lyme.

Patterns of representation in a large, rural county area, with the above characteristics presents challenges and differences between Divisions. This directly impacts on how our Elected Members engage with their residents, and on the types of casework that they encounter. We cover this issue in more detail later in the submission.

## Council Size

The Commission believes that councillors have three broad aspects to their role.

These are categorised as: **Strategic Leadership, Accountability (Scrutiny, Regulatory and Partnerships), and Community Leadership.**

Submissions should address each of these in turn and provide supporting evidence. Prompts in the boxes below should help shape responses.

## Strategic Leadership

Respondents should provide the Commission with details as to how elected members will provide strategic leadership for the authority.

Responses should also indicate how many members will be required for this role and why this is justified. **Responses should demonstrate that alternative council sizes have been explored.**

Topic		
Page 47  <b>Governance Model</b>	<i>Key lines of explanation</i>	<ul style="list-style-type: none"> <li>➤ <i>What governance model will your authority operate? e.g., Committee System, Executive or other?</i></li> <li>➤ <i>The Cabinet model, for example, usually requires 6 to 10 members. How many members will you require?</i></li> <li>➤ <i>If the authority runs a committee system, we want to understand why the number and size of the committees you propose represents the most appropriate for the authority.</i></li> <li>➤ <i>By what process does the council aim to formulate strategic and operational policies? How will members in executive, executive support and/or scrutiny positions be involved? What demands will this make of them?</i></li> <li>➤ <i>Whichever governance model you currently operate, a simple assertion that you want to keep the current structure does not in itself, provide an explanation of why that structure best meets the needs of the council and your communities.</i></li> </ul>
	Analysis	<p>Staffordshire County Council operates a Strong Leader Cabinet model; the Council's "Executive" for the purpose of the Local Government Act 2000. These arrangements are reflected in the Constitution. Section 6 details the Cabinet. The Council elects a Leader for a four-year term who then appoints Members to form a Cabinet. The Cabinet is responsible in setting the strategic direction of the Council, leading the preparation of the Council's policies and budget, it leads the community planning process, and attainment of best value. This model is expected to continue.</p>

Under the Constitution the Cabinet may consist of up to 10 members, including a Leader and Deputy Leader. The Leader of the Council allocates each Cabinet Member responsibilities relating to the executive functions of the Council. The current Leader has appointed 9 Members to serve on the Cabinet, each with a portfolio. There is also one Cabinet Support Member with the portfolio of Public Health and Integrated Care. There are no plans to amend the number of members who sit on the Cabinet.

The table below identifies the number of members who are in receipt of a Special Responsibility Allowance (SRA). This is further detailed in Section 3 of the Constitution. The most recent Independent Remuneration Panel Report was presented to Council in March 2022 and can be viewed here.

Special Responsibility Allowances (SRAs)	No. of elected members
Leader	1
Deputy Leader	1
Cabinet Member	9
Cabinet Support Member	1
Chairman of Council	1
Vice-Chairman of Council	1
Leader of the Principal Opposition	1
Deputy Leader of the Principal Opposition	1
Chair of Overview and Scrutiny Committee	4
Vice-Chair of Overview and Scrutiny Committee	8
Chairs and Vice-Chairs of:	8
Planning Committee	
Audit & Standards Committee	
Pensions Committee	

		<table border="1"> <tr> <td>Charities &amp; Trusts Committee</td> <td></td> </tr> <tr> <td>Vice-Chair of Corporate Parenting Panel</td> <td>1</td> </tr> <tr> <td>Chair of the Police, Fire and Crime Panel</td> <td>1</td> </tr> <tr> <td>Total number of SRAs</td> <td>38</td> </tr> </table>	Charities & Trusts Committee		Vice-Chair of Corporate Parenting Panel	1	Chair of the Police, Fire and Crime Panel	1	Total number of SRAs	38
Charities & Trusts Committee										
Vice-Chair of Corporate Parenting Panel	1									
Chair of the Police, Fire and Crime Panel	1									
Total number of SRAs	38									
Page 49  <b>Portfolios</b>	Key lines of explanation	<ul style="list-style-type: none"> <li>➤ How many portfolios will there be?</li> <li>➤ What will the role of a portfolio holder be?</li> <li>➤ Will this be a full-time position?</li> <li>➤ Will decisions be delegated to portfolio holders? Or will the executive/mayor take decisions?</li> </ul>								
	Analysis	<p>Portfolios</p> <p>The portfolios of the current Cabinet are as follows:</p> <ol style="list-style-type: none"> <li>1. Leader</li> <li>2. Deputy Leader and Economy &amp; Skills</li> <li>3. Health &amp; Care</li> <li>4. Infrastructure &amp; Climate Change</li> <li>5. Commercial Matters</li> <li>6. Highways &amp; Transport</li> <li>7. Finance &amp; Resources</li> <li>8. Communities &amp; Culture</li> <li>9. Children &amp; Young People</li> <li>10. Education (&amp; SEND)</li> </ol> <p>There is currently one Cabinet Support Member with the portfolio of Public Health and Integrated Care.</p>								

		<p>Descriptions of Cabinet Member Portfolios are provided at Appendix 1 of Section 6 of the Constitution. Cabinet portfolio holders are responsible for making the day-to-day executive decisions concerning the strategy of the Council as set out in Part 6 of the Constitution. The Constitution does allow for delegated decision by individual portfolio holders.</p> <p>Cabinet portfolio holders are not full-time positions. Many of the current Cabinet have external employment and 8 of them are also District/Borough Councillors.</p> <p>Considering the above evidence any reduction in Council size would pose a significant risk in being able to maintain the current Governance arrangements that work well for Staffordshire. Whilst an increase could potentially provide greater resilience in being able to fill positions in our governance arrangements, it would also lead to inefficiency in our operation.</p>
<p>Page 50</p> <p><b>Delegated Responsibilities</b></p>	<p><i>Key lines of explanation</i></p>	<ul style="list-style-type: none"> <li>➤ <i>What responsibilities will be delegated to officers or committees?</i></li> <li>➤ <i>How many councillors will be involved in taking major decisions?</i></li> </ul>
	<p>Analysis</p>	<p>The power for Senior Leadership Team Members to take decisions on the day-to-day provision/administration of the Council's services are set in the Council's Scheme of Delegation to Officers.</p> <p>Each Directorate has its own sub-delegation scheme in which the relevant Senior Leadership Team member delegates authority to other officers within their directorate to take decisions on day-to-day operational issues. Where officer decision making is concerned, only individuals can make decisions. There is no officer group, panel or board that collectively makes decisions – this includes SLT (Senior Leadership Team).</p> <p>Cabinet Members have individual executive decision-making powers within their portfolios and act as the Council's main representative and spokesperson for their nominated areas of responsibility. The Cabinet</p>

carries out all the local authority's functions which are not the responsibility of any other part of the authority. Some of these decisions / plans / policies / strategies require the approval of Full Council e.g., Strategic Plan, Medium Term Financial Strategy, Council Tax setting. There are approximately 12 formal meetings of the Cabinet per year and monthly informal briefings.

The Cabinet may collectively take any decision on any matter delegated to the Cabinet by the Leader or has been referred to the Cabinet by a Cabinet Member, the Chief Executive or any Chief Officer or is one which the Cabinet have specifically reserved for decision to them. Key Decisions can only be taken by the Cabinet.

The Cabinet have no power to take decisions on matters reserved to the full Council or matters which may not, by law, be determined by the Cabinet or change the delegation of any Local Choice Function.

### Accountability

Give the Commission details as to how the authority and its decision makers and partners will be held to account. The Commission is interested in both the internal and external dimensions of this role. **Responses should demonstrate that alternative council sizes have been explored.**

Topic	
Internal Scrutiny	The scrutiny function of authorities has changed considerably. Some use theme or task-and-finish groups, for example, and others have a committee system. Scrutiny arrangements may also be affected by the officer support available.

<p>Key lines of explanation</p>	<ul style="list-style-type: none"> <li>➤ <i>How will decision makers be held to account?</i></li> <li>➤ <i>How many committees will be required? And what will their functions be?</i></li> <li>➤ <i>How many task and finish groups will there be? And what will their functions be? What time commitment will be involved for members? And how often will meetings take place?</i></li> <li>➤ <i>How many members will be required to fulfil these positions?</i></li> <li>➤ <i>Explain why you have increased, decreased, or not changed the number of scrutiny committees in the authority.</i></li> <li>➤ <i>Explain the reasoning behind the number of members per committee in terms of adding value.</i></li> </ul>
<p>Page 52 Analysis</p>	<p>Good scrutiny is an essential part of the Council’s governance framework and is integral to decision making. Overview and Scrutiny Committees in Staffordshire fulfil the statutory responsibility placed on local authorities to review and scrutinise decisions and actions taken, and they play a vital role in influencing services and shaping policies and plans which affect our business and our citizens.</p> <p>The Constitution allows for four Overview and Scrutiny Committees. The Overview and Scrutiny Committees investigate issues affecting the communities of Staffordshire. Each Overview and Scrutiny Committee has its own area of responsibility which is themed around SCC (Staffordshire County Council) directorates and reflect the priorities in the Strategic Plan.</p> <p>The terms of reference are approved by Council and are set out in Section 7 of the Constitution.</p> <p>The County Council members of the Overview and Scrutiny Committees will be appointed, in accordance with the relevant political balance provisions, at the Annual meeting of the County Council as follows:</p> <ul style="list-style-type: none"> <li>• Corporate Overview and Scrutiny Committee (13 members)</li> <li>• Health and Care Overview and Scrutiny Committee (13 members + 8 District and Borough Members)</li> </ul>

		<ul style="list-style-type: none"> <li>• Prosperous Overview and Scrutiny Committee (10 members)</li> <li>• Safeguarding Overview and Scrutiny Committee (10 members)</li> </ul> <p>They consist of a chairman, two Vice Chairman and members. Some committees also have co-opted members who are District or Borough Councillors or who are co-opted for their expertise.</p> <p>Each Overview and Scrutiny Committee meets is scheduled to meet 7 times per year and at other times as may be appropriate.</p> <p>The Annual Overview &amp; Scrutiny Report 2021/22 was presented to Council in July 2022. The webcast for the agenda item can be viewed here: <a href="#">The Annual Overview &amp; Scrutiny Report 2021/22</a></p> <p>As evidenced above, each committee is well represented and provides room for challenge. A reduction in Council Size would have a significant detrimental impact on the effectiveness of Overview and Scrutiny and being able to fill all the positions.</p>
<b>Statutory Function</b>		This includes planning, licencing, and any other regulatory responsibilities. Consider under each of the headings the extent to which decisions will be delegated to officers. How many members will be required to fulfil the statutory requirements of the council?
<b>Planning</b>	<i>Key lines of explanation</i>	<ul style="list-style-type: none"> <li>➤ <i>What proportion of planning applications will be determined by members?</i></li> <li>➤ <i>Has this changed in the last few years? And are further changes anticipated?</i></li> <li>➤ <i>Will there be area planning committees? Or a single council-wide committee?</i></li> <li>➤ <i>Will executive members serve on the planning committees?</i></li> <li>➤ <i>What will be the time commitment to the planning committee for members?</i></li> </ul>
	<b>Analysis</b>	The Terms of Reference for Planning Committee can be found at Section 8 of the Constitution.

		<p>The Planning Committee currently has 15 members and operates as a single council-wide committee.</p> <p>The Committee is scheduled to meet once a month – dependent on business need.</p> <p>In addition, the Planning Committee has established a Countryside and Rights of Way (CROW) Panel of seven members of the Planning Committee with full delegated powers to deal with matters detailed in Section 8 of the Constitution. The membership of the CROW panel was increased from 5 to 7 in March 2022.</p> <p>In addition, the Planning Committee has an established Licensing Panel (convened when required) of five members of the Planning Committee with full delegated powers to deal with the matters detailed Section 8 of the Constitution.</p>
<b>Licensing</b>	<i>Key lines of explanation</i>	<p>How many licencing panels will the council have in the average year?          And what will be the time commitment for members?          Will there be standing licencing panels, or will they be ad-hoc?          Will there be core members and regular attendees, or will different members serve on them?</p>
	<b>Analysis</b>	<p>A Licensing Panel will be appointed by Planning Committee when necessary to deal with matters. The last licencing panel was over 5 years ago. Should a Licencing Panel be required the preparation for it would be done at the Planning Committee who would select members to serve on the Panel.</p>
<b>Other Regulatory Bodies</b>	<i>Key lines of explanation</i>	<ul style="list-style-type: none"> <li>➤ <i>What will they be, and how many members will they require?</i></li> <li>➤ <i>Explain the number and membership of your Regulatory Committees with respect to greater delegation to officers.</i></li> </ul>

	Analysis	<p>The Council has several other Committees. These are listed below and detailed in Section 8 of the Constitution.</p> <ul style="list-style-type: none"> <li>• Audit &amp; Standards Committee (15 members)</li> <li>• Charities &amp; Trusts Committee (5 members)</li> <li>• Pensions Committee (10 members plus 4 co-opted)</li> </ul> <p>In terms of committee mapping analysis, each member serves on average, approximately 2.4 committees. An average of 4-5 hours of time is needed per meeting attendance, this includes any time to prepare and read papers. In addition, there are also working groups which take a lot of time commitment from Members, more so than the Committees themselves at times. Chairs of each Committee will have an additional amount of time spent preparing for each meeting also.</p> <p>The evidence above further supports earlier analysis that any reduction in Council Size would have a detrimental impact on being able to fill committee positions. Members would be required to sit on more committees, increasing their workloads. Members would have to distribute their time across more committees. An increase in Council Size could potentially provide greater resilience in being able to fill committee positions, it would also lead to inefficiency in our operation.</p>
<b>External Partnerships</b>		<p>Service delivery has changed for councils over time, and many authorities now have a range of delivery partners to work with and hold to account.</p>
<i>Key lines of explanation</i>		<ul style="list-style-type: none"> <li>➤ <i>Will council members serve on decision-making partnerships, sub-regional, regional, or national bodies? In doing so, are they able to take decisions/make commitments on behalf of the council?</i></li> <li>➤ <i>How many councillors will be involved in this activity? And what is their expected workload? What proportion of this work is undertaken by portfolio holders?</i></li> <li>➤ <i>What other external bodies will members be involved in? And what is the anticipated workload?</i></li> </ul>

Analysis	The County Council currently has 42 out of the 62 members appointed to outside bodies, equating to over two thirds of all members. The total of the workload and responsibility varies from appointment to appointment dependent on the remit of the Outside Body and its contribution towards the Council's strategic priorities. Some bodies are small and locally based, which value from having input from local Elected Members, others are highly significant locally, regionally, or nationally. We also know that many of our Elected Members also serve on various organisations that support their local communities as part of their community leadership role, e.g., school governors and local community groups.
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### Community Leadership

The Commission understands that there is no single approach to community leadership and that members represent, and provide leadership to, their communities in diverse ways. The Commission wants to know how members are required to provide effective community leadership and what support the council offers them in this role. For example, does the authority have a defined role and performance system for its elected members? And what support networks are available within the council to help members in their duties? The Commission also wants to see a consideration of **how the use of technology and social media by the council as a whole, and by councillors individually, will affect casework, community engagement and local democratic representation. Responses should demonstrate that alternative council sizes have been explored.**

Topic		Description
Community Leadership	Key lines of explanation	<ul style="list-style-type: none"> <li>➤ <i>In general terms how do councillors carry out their representational role with electors?</i></li> <li>➤ <i>Does the council have area committees and what are their powers?</i></li> <li>➤ <i>How do councillors seek to engage with their constituents? Do they hold surgeries, send newsletters, hold public meetings, or maintain blogs?</i></li> <li>➤ <i>Are there any mechanisms in place that help councillors interact with young people, those not on the electoral register, and/or other minority groups and their representative bodies?</i></li> </ul>

		<ul style="list-style-type: none"> <li>➤ <i>Are councillors expected to attend community meetings, such as parish or resident's association meetings? If so, what is their level of involvement and what roles do they play?</i></li> <li>➤ <i>Explain your approach to the Area Governance structure. Is your Area Governance a decision-making forum or an advisory board? What is their relationship with locally elected members and Community bodies such as Town and Parish Councils? Looking forward how could they be improved to enhance decision-making?</i></li> </ul>
	Analysis	<p>The responsibilities of Elected Members are set out clearly in <a href="#">Section 3</a> of the constitution. Practice will vary between Elected Members; Members are expected to actively and positively engage with their communities and act as a community leader for their areas.</p> <p>Elected Members use a range of different methods to engage with electors including face-to-face meetings, phone, email, social media, and newsletters. In a recent survey, 57% of Elected Members who responded stated that they held resident surgeries, and 70% stated they had a social media presence.</p> <p>Elected Members also have strong links with the District, Boroughs, Parish, and Town Councils in their areas, however not all parts of the county have Parish and Town Councils. As of August 2022, 47 of our Elected Members are also District/Borough Councillors, which brings additional value and insight into their role at the County Council. They also have strong links with a range of different local community groups.</p> <p>The COVID 19 pandemic brought to the fore the benefits and advantages of all tiers of local government in Staffordshire working together. We are building on those solid foundations to further our two-tier working. Staffordshire needs stability and consistency in its governance arrangements to be able to realise the full benefits of the collaboration taking place.</p> <p>Staffordshire's geography, population, and context, all have a significant impact on how our Elected Members carry out their representational role with electors, and the casework issues they are responding to. As an example, one of our more rural divisions, Leek Rural (Staffordshire Moorlands), has a current electorate of 11,480 spread over an area of 328 km<sup>2</sup>. The division primarily consists of a number of small villages.</p>

		<p>Representing and engaging electors in this Division, and the types of casework that Elected Members receive, presents different challenges to some of our more urban divisions such as May Bank and Cross Heath (Newcastle-under-Lyme). This has a similar size electorate of 10,904 but in a much smaller geography of just 4 km<sup>2</sup>. There are also some divisions which have both urban and rural elements within them, which also presents different challenges for Elected Members to deal with the distinct challenges of the differing places within their division.</p> <p>Whilst we note that the Commission recommends that responses focus on the structure of the Council when considering council size, and not on comparisons with other local authorities, it is evidence that we have considered in formulating our proposal. The table below demonstrates the CIPFA stats neighbours:</p>
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<b>Local Authority</b>	<b>Electorate for Financial Year ending in 2023</b>	<b>Total Councillors</b>	<b>Electorate per Councillor</b>
Cumbria	387,489	84	4,613
Suffolk*	569,261	75	7,590
Warwickshire	443,920	57	7,788
Somerset	434,384	55	7,898
Worcestershire	455,560	57	7,992
Lincolnshire	566,353	70	8,091
Norfolk	693,144	84	8,252
Gloucestershire**	396,825	43	9,228
Nottinghamshire	617,973	66	9,363
West Sussex	659,680	70	9,424
Derbyshire	618,815	64	9,669
Leicestershire	539,750	55	9,814
Staffordshire	663,673	62	10,704
Lancashire	911,852	84	10,855
Essex	1,117,011	75	14,893

This table demonstrates our number of electors per Member is higher than the median, therefore there is no evidence to suggest a reduction in the number of elected members.

Upper Quintile	9,992
Lower Quintile	7,876
Median	9,228

The Council's current electoral arrangements include two divisions with two Elected Members. The Council's view, based on feedback from the relevant Elected Members, is these arrangements do not provide the most efficient conditions for community representation. Representing a larger electorate presents difficulties, and although the Elected Members representing these Divisions have been able to establish effective working arrangements between themselves, it is acknowledged that it can be difficult to equitably divide casework. Having two Elected Members can also make it difficult for electors to easily identify who 'their Councillor' is. As such, the County Council is formally requesting a single-member division review.

Our Elected Members have funding available to support a vast range of community activities via our Members Fund. Each county councillor has up to £2,500 to allocate for supporting projects which help our communities to look after their own health and wellbeing, support vulnerable people within their own communities, and help groups to look after the neighbourhood spaces where they live.

This funding has a significant impact across Staffordshire. Because our communities are so varied, having flexible funding for councillors to use however it's needed locally makes a huge difference. The funding is vital for helping new community provision to get off the ground, and for helping existing projects to expand what they do or get back on a sustainable footing after Covid-19. It helps to energise and inspire more activity locally, and already this year we are seeing £3 raised by the community to match every £1 the fund has spent.

The Climate Action Fund is open for the third time after supporting 217 projects to combat climate change so far. Every county councillor has £1,500 to award to projects in their area. Councillor's must give £500 minimum per project, but organisations can approach more than one councillor to receive up to £3,000. The grant can be used to fund new projects that can:

- Reduce carbon impact

		<ul style="list-style-type: none"> <li>• Improve air quality</li> <li>• Reduce waste</li> <li>• Improve natural environment</li> <li>• The fund is open to non-for-profit groups such as community groups, charities, parish councils and schools.</li> </ul>
Page 61	Key lines of explanation	<ul style="list-style-type: none"> <li>➤ How do councillors deal with their casework? Do they pass it on to council officers? Or do they take a more in-depth approach to resolving issues?</li> <li>➤ What support do members receive?</li> <li>➤ How has technology influenced the way in which councillors work? And interact with their electorate?</li> <li>➤ In what ways does the council promote service users' engagement/dispute resolution with service providers and managers rather than through councillors?</li> </ul>
	Casework	<p>Elected Members are required to undertake their own casework. Where there is a difficult or complex issue an Elected Member may request support or guidance from an officer. Member and Democratic Services provide support to Members when needed. Members also have contact with the relevant officers in each department to ensure members can remain as efficient as possible.</p> <p>The County Council is a 'Digital First' local authority, due to our commitment to digital ways of working, we were able to swiftly respond when the Covid-19 pandemic hit. Elected Members are supported to make the most of the benefits that digital technology offers to both engage with the electorate and respond to casework. This is key to ensuring that casework is manageable for the size of electorate in Staffordshire.</p> <p>Earlier in 2022, the Local Government Association (LGA) carried out the ninth Census of Local Authority Councillors in England. Staffordshire Members were encouraged to take part, with 15 completing the survey. Of those who took part, 5 were Cabinet Members.</p>

One of the questions asked Members about the time they spent on Council business. The results for Staffordshire are provided below. As can be seen, the average total number of hours is 34.1 – slightly under what would be considered a full-time working week. Of the 34.1 hours, a little under a third of that time (10.7) is spent attending meetings. The largest amount of time spent by councillors is engaging with constituents (12.1).

<b>Time spent on council business</b>	
Total (average weekly hours)	34.1
Attendance at council meetings	10.7
Engaging with constituents	12.1
Working with community groups	5.9
Other	5.5

Any reduction in Council Size would lead to Members having to spend more time on Council business, and potentially more time in council meetings, due to there being less Members to fill committee positions. Any increase in Council Size could cause a reduction in the number of hours that Members spend on Council business.

Elected Members receive a comprehensive induction programme. After the last elections in 2021, a programme of induction was developed to give members everything they needed to know in the first few weeks and months of the political term. A range of different topics were covered, including Member Code of Conduct, social media training and equality, diversity, and inclusion. Towards the end of 2021, the Member Development Forum was established. This is a cross party group of members who come together to:

- |  |  |
|--|--|
|  | <ul style="list-style-type: none"> <li>• Review and consider the support and facilities required by elected members to enhance their ability to perform their role effectively.</li> <li>• Underpin Staffordshire County Council's continuing commitment to developing its elected members and encourage individual members' commitment to learning and development.</li> <li>• Oversee and evaluate Member Development activity.</li> <li>• Act as Member Development Champions within political groups and introduce accountability in relation to Member Development Activity.</li> <li>• Explore ways to encourage, engage and involve all members in matters relating to the County Council and their wider representative role.</li> </ul> |
|--|--|

### Other Issues

Respondent may use this space to bring any other issues of relevance to the attention of the Commission.

N/A

### Summary

In following this template respondents should have been able to provide the Commission with a robust and well-evidenced case for their proposed council size; one which gives a clear explanation as to the governance arrangements and number of councillors required to represent the authority in the future.

Use this space to summarise the proposals and indicate other options considered. Explain why these alternatives were not appropriate in terms of their ability to deliver effective Strategic Leadership, Accountability (Scrutiny, Regulation and Partnerships), and Community Leadership.

It is the Council's view that the evidence set out demonstrates that the current size of 62 Elected Members supports efficient and effective governance arrangements and supports Elected Members to effectively deliver Strategic Leadership, Accountability and Community Leadership.

The Council also requests that a single-member division review is undertaken, to address the difficulties of dual-member division as outlined in this submission.

We recognise that the size of the Council needs to be appropriate not just for now, but for the future. In formulating our proposal, we have carefully considered three options – reducing the council size, retaining the current council size, and increasing the current council size. A summary of each option is provided below:

#### Reducing

Page 14  
Any reduction in the number of Elected Members would lead to Members representing an electorate more than the current average of 10,704.4 which is already well above the average for other similar local authorities. A reduction would have significant increase the workload of Elected Members across all three aspects of their role – Strategic Leadership, Accountability and Community Leadership – and potentially reduce the effectiveness of the Council.

#### Retaining

The evidence outlined in this submission shows that the Council is operating effectively with the current council size of 62 Elected Members. We feel that the council size will support the forecasted growth in electorate, with the support provided to Elected Members and the further adoption of digital technology. Our current council size fits the governance model we have, with sufficient representation of committees to ensure that debate is informed by a wide range of opinions. Our governance model is not subject to significant change. Staffordshire continues to develop and find new ways of working, to ensure that we continue to represent our communities, whilst reducing bureaucracy.

#### Increase

There is some evidence to suggest that an increase in Council Size could lead to improved community representation, due to our higher-than-average electors per Elected Member. However, to have a meaningful impact on how Staffordshire's communities were represented, and therefore the casework that Elected Members are required to manage, a significant reduction in the elector to Member ratio could only be achieved by increasing the council size to between 70-80 Elected Members. This would result in a significant increase in the 'cost of democracy'. There would also be significant challenges in developing division arrangements that effectively represented community identifies for such a significant increase in divisions.

The proposal to retain our 62 councillors provides the best fit for how Staffordshire operates now and for the future, taking a balanced approach across the three key areas of strategic leadership, accountability, and community leadership.



## Appendix 2 – Electoral Forecast – Division Summary

Division	District	2022 Electorate	Standard 2028 Projection	Housing Adjust-ments	Projected 2028 Electorate	Variance from Staffs Average	Electorate Increase
Brereton and Ravenhill	Cannock Chase	9605	9,928	2,095	12,024	3.2%	2,419
Cannock Town Centre	Cannock Chase	11725	12,093	259	12,352	6.0%	627
Cannock Villages	Cannock Chase	11225	11,295	473	11,768	1.0%	543
Chadsmoor	Cannock Chase	10613	10,991	61	11,052	-5.2%	439
Etchinghill and Heath	Cannock Chase	9248	9,542	0	9,542	-18.1%	294
Hednesford and Rawsley*	Cannock Chase	23919	24,447	1,154	25,601	9.8%	1,682
Burton Tower	East Staffordshire	10,382	10,765	0	10,765	-7.6%	383
Burton Town	East Staffordshire	13,055	13,444	2,132	15,576	33.6%	2,521
Burton Trent	East Staffordshire	10,261	10,652	115	10,766	-7.6%	505
Dove	East Staffordshire	11,754	12,009	2,779	14,787	26.9%	3,033
Horninglow & Stretton	East Staffordshire	11,260	11,676	342	12,018	3.1%	758
Needwood Forest	East Staffordshire	12,208	12,584	1,590	14,174	21.6%	1,966
Uttoxeter Rural	East Staffordshire	10,148	10,486	1,081	11,568	-0.8%	1,420
Uttoxeter Town	East Staffordshire	10,568	10,916	2,342	13,258	13.7%	2,690
Burntwood North	Lichfield	9,753	10,161	0	10,161	-12.8%	408
Burntwood South	Lichfield	10,295	10,523	95	10,618	-8.9%	323
Lichfield City North	Lichfield	10,405	10,880	290	11,170	-4.2%	765
Lichfield City South	Lichfield	11,137	11,346	694	12,040	3.3%	903
Lichfield Rural East	Lichfield	10,060	10,438	677	11,115	-4.6%	1,055
Lichfield Rural North	Lichfield	10,850	10,807	761	11,568	-0.8%	718
Lichfield Rural South	Lichfield	9,698	10,062	0	10,062	-13.7%	364
Lichfield Rural West	Lichfield	10,887	11,345	232	11,577	-0.7%	690
Audley and Chesterton	Newcastle	11,103	11,641	162	11,803	1.3%	700
Bradwell, Porthill and Wolstanton	Newcastle	10,793	11,379	306	11,685	0.3%	892
Keele, Knutton and Silverdale	Newcastle	7,384	8,022	260	8,282	-28.9%	898
Kidsgrove	Newcastle	10,601	11,164	0	11,164	-4.2%	563
May Bank and Cross Heath	Newcastle	10,904	11,475	192	11,667	0.1%	763
Newcastle Rural	Newcastle	10,082	10,446	608	11,054	-5.2%	972
Newcastle South	Newcastle	10,468	11,028	401	11,429	-1.9%	961
Talke and Red Street	Newcastle	11,076	11,581	162	11,743	0.8%	667
Westlands and Thistleberry	Newcastle	9,574	10,089	372	10,461	-10.2%	887
Brewood	South Staffordshire	10,141	10,564	0	10,564	-9.4%	423
Cheslyn Hay, Essington & Great Wyrley*	South Staffordshire	22,301	23,251	327	23,578	1.1%	1,277
Codsall	South Staffordshire	9,951	10,268	217	10,485	-10.0%	534
Kinver	South Staffordshire	10,615	11,034	72	11,106	-4.7%	491
Penkridge	South Staffordshire	11,163	11,499	135	11,634	-0.2%	471
Perton	South Staffordshire	9,691	10,117	479	10,596	-9.1%	905
Wombourne	South Staffordshire	11,198	11,573	66	11,639	-0.1%	441
Eccleshall	Stafford	11,627	11,935	1,178	13,113	12.5%	1,486
Gnosall and Doxey	Stafford	12,980	13,401	1,909	15,310	31.4%	2,330
Stafford Central	Stafford	11,396	11,938	1,339	13,277	13.9%	1,881
Stafford North	Stafford	10,311	10,770	71	10,841	-7.0%	530
Stafford South East	Stafford	11,155	11,652	0	11,652	0.0%	497
Stafford Trent Valley	Stafford	11,610	12,073	805	12,878	10.5%	1,268
Stafford West	Stafford	11,507	12,107	92	12,199	4.7%	692
Stone Rural	Stafford	11,675	12,033	472	12,505	7.3%	830
Stone Urban	Stafford	11,277	11,797	87	11,884	2.0%	607
Biddulph North	Staffordshire Moorlands	9,851	10,281	0	10,281	-11.8%	430
Biddulph South & Endon	Staffordshire Moorlands	11,019	11,526	38	11,564	-0.8%	545
Caverswall	Staffordshire Moorlands	10,792	11,133	544	11,677	0.2%	885
Cheadle & Checkley	Staffordshire Moorlands	11,311	11,743	967	12,710	9.0%	1,399
Churnet Valley	Staffordshire Moorlands	11,677	12,127	750	12,877	10.5%	1,200
Leek Rural	Staffordshire Moorlands	11,385	11,859	0	11,859	1.7%	474
Leek South	Staffordshire Moorlands	11,069	11,531	451	11,982	2.8%	913
Amington	Tamworth	9,968	10,228	1,029	11,257	-3.4%	1,289
Bolebridge	Tamworth	9,966	10,077	1,065	11,142	-4.4%	1,176
Perrycrofts	Tamworth	10,312	10,506	487	10,993	-5.7%	681
Stonydelph	Tamworth	9,565	9,958	0	9,958	-14.6%	393
Watling North	Tamworth	9,757	10,184	1	10,185	-12.6%	428
Watling South	Tamworth	9,712	10,048	0	10,048	-13.8%	336
<b>Staffordshire</b>		<b>666,023</b>	<b>690,427</b>	<b>32,216</b>	<b>722,643</b>	<b>0</b>	<b>56,620</b>

\*Two Member Division - variance from Staffs Average is therefore shown per Member.

We are still working with Lichfield District Council on housing development data, to confirm the likely status of several potentially major developments by 2028.

The forecast electorate in this district may therefore be subject to a further increase prior to final submission.



**Wednesday 21<sup>st</sup> September 2022**

## **Multiply – National Numeracy Programme**



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

“The Multiply programme nationally is aimed at approximately 17million adults or half of the working age population who have the numeracy skills of primary age children. It will support those adults to develop numeracy skills for the future. Improving numeracy skills can help in everyday life, whether at work, managing household finances or helping children with their homework. It can also help career prospects, whatever your line of work. The county council secured £4.2million to deliver targeted courses to enable more adults

to achieve maths qualifications, improve employment chances and increase numeracy across Staffordshire’s population.”

### **Report Summary:**

The £570m Multiply Programme aims to increase the levels of functional numeracy in the adult population across the UK. Local Authorities have the flexibility to determine what provision is needed to deliver high quality, innovative numeracy interventions that meet the needs of local people and the national aims of Multiply.

The Council has undertaken constructive engagement with local partners, including public, private and third sector organisations. There has been a positive response with a range of local organisations submitting expressions of interests and engaging in an open and competitive application process. Delegation is needed to mobilise the Multiply project quickly with provision to formally commence in October 2022 to support the delivery and achievement of outputs and impact.

## **Recommendation(s)**

I recommend that Cabinet:

- a. Note the purpose of Multiply.
- b. Agree that the Director of Economy, Infrastructure & Skills, in consultation with the Deputy Leader and Cabinet Member for Economy and Skills be given delegated authority to:
  - i. authorise the Council to enter into an agreement (Accountable Body Agreement) with the Department for Education formalising the Council's role as Lead Authority for Multiply.
  - ii. authorise the Council to enter into an individual grant funding agreement (Grant Agreement) following appraisal and prioritisation of applications for Funding with each of the identified Providers best placed to meet our strategic priorities.
  - iii. authorise that the Assistant Director for Skills & Employability be given delegated authority to approve any formal variations or extensions required to the Accountable Body Agreement or to the individual Grant Agreements based on performance or changes in Multiply Technical Guidance.

<b>Local Members Interest</b>
If report is relevant to ALL Members, type 'N/A' into table, otherwise insert Members Name and Electoral Division

## **Cabinet – Wednesday 21 September 2022**

### **Multiply – National Numeracy Programme**

#### **Recommendation(s) of the Deputy Leader and Cabinet Member for Economy and Skills**

I recommend that Cabinet:

- a. Note the purpose of Multiply
- b. Agree that the Director of Economy, Infrastructure & Skills, in consultation with the Deputy Leader and Cabinet Member for Economy and Skills be given delegated authority to:
  - i. authorise the Council to enter into an agreement (Accountable Body Agreement) with the Department for Education formalising the Council's role as Lead Authority for Multiply.
  - ii. authorise the Council to enter into an individual grant funding agreement (Grant Agreement) following appraisal and prioritisation of applications for Funding with each of the identified Providers best placed to meet our strategic priorities.
  - iii. authorise that the Assistant Director for Skills & Employability be given delegated authority to approve any formal variations or extensions required to the Accountable Body Agreement or to the individual Grant Agreements based on performance or changes in Multiply Guidance.

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

### **Reasons for Recommendations:**

#### **Background**

1. The £570m UK Government's national numeracy programme Multiply is the first priority of the UK Shared Prosperity Fund and supports the Levelling Up mission to ensure that by 2030, the number of people successfully completing high-quality skills training will have significantly increased in every area of the United Kingdom.
2. Good numeracy skills are universally important for individuals' life chances, and for the United Kingdom's economy. It is reported that 17m adults in England (half of the working age population) have everyday maths skills equivalent to those expected of a primary school child (Entry Levels).
3. People who improve their numeracy skills are more likely to be in employment, have higher wages, and better wellbeing. Gaining a maths qualification at Level 2 supports progression to higher levels of training to secure a skilled job in our economy. Businesses that develop their employees' numeracy skills can boost productivity, increase profits, and improve employee retention.
4. The broad target Learners for Multiply are adults 19+ who have not previously attained a Level 2 maths qualification and who want to brush up on the skills to help them get on in life and work.
5. The overall objective of Multiply is to increase the levels of functional numeracy in the adult population across the UK. The national success measures for Multiply are:
  - a. More adults achieving maths qualifications (up to and including Level 2)
  - b. Increase in participation in numeracy courses
  - c. Improved labour market outcomes
  - d. Increased numeracy across the population.
6. Multiply will help people to improve their ability to understand and use maths in daily life, home, and work. This could include improving household finances, helping children with homework, making more sense of the facts in media, or improving numeracy skills specific to a line of work.

7. At local level, this means Multiply will offer a range of options for individuals to develop their numeracy skills through 1-2-1 personal tutoring, digital training, flexible courses that fit around people's lives which are tailored to specific needs, circumstances, sectors and industries. This will include courses delivered online, at work, in the evenings, part-time or intensive over a brief period.
8. The Department for Education (DfE) will launch a national Multiply digital platform later in 2022 to give all adults the opportunity to learn at their own place and pace and will include learning content, a diagnostic tool to assess skills levels and an online tuition offer. The platform will act as a "front door" and will direct/signpost users to local provision. It is intended to complement the local offer and not duplicate.
9. The Multiply prospectus provides a menu of numeracy interventions that the DfE has produced based on the growing evidence base on barriers that hold people back from addressing their numeracy skills and what works in tackling poor adult numeracy. The menu gives local authorities flexibility to determine what provision is needed that meet the needs of local people. Some interventions lead to the attainment of a qualification, but non-qualification provision can be developed where appropriate.
  - a. Courses designed to increase confidence with numbers for those needing the first steps towards formal numeracy qualifications.
  - b. Courses designed to help people use numeracy to manage their money.
  - c. Innovative numeracy programmes delivered together with employers, including courses designed to cover specific numeracy skills required in the workplace.
  - d. Courses aimed at people who can't apply for certain jobs because of lack of numeracy skills and/or to encourage people to upskill in numeracy in order to access a certain job/career.
  - e. New intensive and flexible numeracy courses targeted at people without Level 2 maths, leading to a Functional Skills Qualification.
  - f. Courses for parents wanting to increase their numeracy skills in order to help their children and help with their own progression.
  - g. Numeracy courses aimed at prisoners, those recently released from prison or on temporary licence.
  - h. Numeracy courses aimed at those 19 or over that are leaving care or have just left the care system.
  - i. Numeracy activities, courses or provision developed in partnership with community organisations and other partners aimed at engaging the hardest to reach learners, for example, those not in the labour market or other groups identified locally as in need.

- j. Additional relevant maths modules embedded into other vocational courses.
- 10. Interventions should not displace, replace and/or duplicate any existing adult numeracy provision, for example, activity funded through the Adult Education Budget (AEB) statutory entitlement for maths qualifications or Community Learning provision.
- 11. Some local areas may need to build workforce capacity to deliver Multiply, for example, recruitment campaigns to target key teachers, invest in dedicated training and support for existing staff or support numeracy champions and tutors. Workforce capacity and development should be embedded into the interventions.

### **Evidence of local need**

- 12. In Staffordshire it is estimated that 6.2% of the working age (16-64) population have no formal qualifications, equivalent to 32,000 adults. Alongside this 21.1% of the working age population are currently without Level 2+ qualifications, equivalent to 109,500 adults.
- 13. Staffordshire also has pockets of deprivation with high unemployment, where currently there are over 16,300 work-related universal credit claimants across Staffordshire (March 2022). It is found that many of these claimants would benefit from improved work ready skills including better numeracy to access the record number of job vacancies currently available and raise employment levels for a more inclusive local economy.
- 14. Improved numeracy also matters to our businesses where employers that develop their employees' numeracy skills can boost productivity, increase profits, and improve employee retention. The latest Government commissioned Employer Skills Survey (ESS) showed that over a third (37%) of employers with skill-shortage vacancies identified basic numeracy skills as difficult to obtain from applicants.
- 15. In addition of those employers with skills gaps in the existing workforce a quarter (24%) felt that basic numeracy skills needed improving. Staffordshire also has generally higher demand for STEM skills including numeracy due to our strong manufacturing base and associated industries which are a priority for growth locally.

16. In Staffordshire latest DfE participation and achievement data provides an indication of current learner demand, with the overall trend showing a gradual decline in maths participation and achievements over the last five years of available data. Between 2014-15 and 2018-19 Staffordshire has seen a 51% decline in maths participation compared to 42% decline nationally and a 50% decline in maths achievements compared to 37% decline nationally.
17. This decline in participation and achievements would indicate that more needs to be done to support and encourage residents to choose to improve their numeracy skills. By increasing numeracy provision, the Multiply programme can provide greater opportunity to learn and develop essential skills that are universally important for individual's life chances.

### Programme Management

18. Staffordshire County Council has received an indicative £4.2m to deliver a range of new, bold and innovative bespoke numeracy programmes locally. These programmes are to be delivered across the Spending Review period 2022-23 to 2024-25. A confirmation of allocation, grant agreement and first payments will follow in September 2022 once the Council's Multiply Investment Plan has been appraised and approved by DfE.

Year 1	Year 2	Year 3	Total
£1,266,380.71	£1,461,208.50	£1,461,208.50	£4,188,797.71

19. A Council Multiply Programme Board has been established. The purpose of the board is to manage the Multiply programme on behalf of the Council to ensure the requirements placed upon the Council as Lead Authority are fully met. A term of reference for the board is approved. The board will oversee the development of the Investment Plan, appraisal of Expressions of Interest, the application process and regularly review and report on impact and performance.
20. The board is chaired by the Head of Adult Learning & Skills and includes officers from the following teams: Skills & Employability, Finance, Legal, Communications, Audit, Central Through Care Team and District Strategic Delivery. The board has a reporting link to the Council's Economic Recovery Cabinet and Informal Cabinet.

## Invitation & Engagement

21. The Council launched Multiply at local level through a publication on its webpage [Multiply Programme - Staffordshire County Council](#). The publication provided an overview of the purpose of the National Multiply programme and how local organisations could get involved. The website promoted an online Staffordshire Multiply Briefing Event held on 5th May 2022.
22. The briefing event invite was circulated widely with approximately 70+ representatives in attendance consisting of public, private and third sector organisations local to Staffordshire. The Council invited Expressions of Interests (EOI) to deliver Multiply interventions. The event provided opportunities for open discussion and question and answer and secured positive feedback from attendees. The Multiply PowerPoint delivered at the event was published on the Council's website and circulated further to 247 individuals.
23. The Council established a Staffordshire Multiply External Working Group consisting of Colleges, Independent Training Providers and third sector. Attendees have contributed to the content of the Multiply Investment plan and will continue to meet termly to review progress and inform the decision-making process.
24. Meetings with the DWP Strategic Partnership Manager/s have been undertaken to ascertain the learning needs of service users and further attendance at collaborative stakeholder groups, including representation from lower tier authorities; Staffordshire Economic Growth Directors Group, Countywide Employment & Skills Task Group and Staffordshire Partnership for Employment & Skills.
25. Further dialogue was undertaken with Strategic District Managers gaining further insight about local needs, aspirations and current projects that are complementary to the Multiply programme. Additional information gained from the managers supported the completion of the Community Impact Assessment for the Multiply programme.
26. We developed an Employer Survey via the Council's Communications department [Shape the numeracy skills of the future - Staffordshire County Council - Citizen Space](#) and Numeracy Survey for local residents Numeracy survey [Numeracy survey - Staffordshire County Council - Citizen Space](#) to gather information on skills gaps and preferred methods of learning.

## **Expressions of Interest**

27. In total, the Council received 22 EOI's by its closing date of 6th June 2022. Applicants were from FE Colleges, Independent Training Providers, Private sector, third sector and a university.
28. The EOIs were appraised and moderated against the criteria intent of Multiply by 4 Skills & Employability Officers. Of the 20 EOIs, 6 were not progressed further as they did not meet the national aims of Multiply and/or the proposed provision aligned strongly with Community Learning which is funded via the Adult Education Budget.
29. The remaining 16 EOIs included the full range of Multiply interventions across the 8 districts of Staffordshire and proposed a range of delivery methods: workshops, tasters, 1-2-1 support, hybrid, online face-to-face, delivered in the workplace, bitesize and intense courses.

## **Investment Plan**

30. The moderated EOIs contributed to the development of the Staffordshire Multiply indicative investment plan which was submitted to the DfE on 30<sup>th</sup> June 2022. The investment plan can be located in Appendix 1 and 2.
31. It was a requirement that the investment plan must pay due regard and coordinate where possible with wider skills and employment interventions in local areas, for example through Skills Advisory Panels and where possible interventions funded through the broader UKSPF to avoid duplication of provision through Multiply and ensure effective wrap-around support is available where applicable. The Council engaged in dialogue with district and borough leads and shared the indicative EOIs by district and Provider.
32. The Council has flexibility to determine what provision is needed to deliver high quality, innovative numeracy interventions that meet the needs of local people and the national aims of Multiply and must demonstrate value for money. There are no set rates for engagement or resources, however, there is a 10% limit on the value of funding that can be spent on administrative costs. Analysis and appraisal of the EOIs identified additional set up costs required for delivery in year one, for example, purchasing digital

equipment to extend the reach and to enhance the learning experience and awarding body set up costs.

33. Multiply is a ring-fenced section 31 grant requiring local areas to demonstrate in their Investment Plans how they will use the funding, and the amount of their maximum funding allocation they wish to drawdown on which will then be specified in a grant determination letter. The Council submitted an indicative investment plan requesting the full amount of funding per year to deliver across all interventions.

### **Competitive Applications**

34. The Council implemented an open and competitive application process to deliver numeracy interventions and received thirteen (13) applications by its closing date of 27<sup>th</sup> July 2022. The breakdown of the project applicants consisted of: FE Colleges, Independent Training Providers and third sector organisations.
35. The total project values of bids were for £5.46m, approximately £1.69m in excess of the £3.77m funding available for the delivery of Multiply over the three-year period.
36. Applications received included all Multiply interventions as set out in the Multiply prospectus and were spread across all Staffordshire districts.
37. Interventions a, c and f were the most targeted interventions and had the greatest financial ask and number of learners.
38. Staffordshire Moorlands, Newcastle and Cannock Chase were the most targeted areas.

### **Review Process**

39. The Council commissioned the services of a third party, Stantec UK to provide advice and guidance on the review of criteria 1 Strategic Fit and criteria 2 Deliverability, Effectiveness, and Efficiency. Factors also considered included:
- a. whether the level of spend and output delivery is achievable across the 3-year timeframe
  - b. whether the applicant has a clear and credible route to securing beneficiaries
  - c. if the project duplicates existing delivery
  - d. are the risks identified, credible and properly mitigated

- e. proposed projects demonstrate good value for money

### **Prioritisation of Numeracy Interventions**

- 40. Stantec UK Multiply shortlisting was undertaken by taking account of the application scores and the following principles were applied:
  - a. strategic fit, that schemes are complimentary to wider skills and employment provision in Staffordshire and contribution to local need is articulated in relevant local plans and with evidence of local support (50% weighting)
  - b. project demand/engagement, prioritising schemes with strong evidence of demand (5% weighting)
  - c. project deliverability, achievability between October 2022 and March 2025, milestones, spends, outputs and delivery innovation (15% weighting)
  - d. risk management, quality assurance and monitoring (15%)
  - e. value for money, looking at cost per learner ratio for each scheme (10% weighting)
  - f. project affordability and scalability, providing opportunities for schemes to be scaled up or down (5% weighting)
- 41. Applications were prioritised and ranked by applying weighting against the strategic fit and technical criteria as outlined above. Recommendations were presented to the Multiply Board on 24<sup>th</sup> August 2022.

### **Resource & value for money implications**

- 42. The Council have undertaken financial checks for all applications using Experian. ([www.experian.co.uk](http://www.experian.co.uk))

### **Legal Implications**

- 43. All successful applicants will be required to enter into a formal legal agreement (Grant Agreement) with the Council in its capacity as Lead Authority for the Multiply programme expenditure. The Grant Agreement has been finalised by the Council's Multiply Legal representative and will reflect the terms of the Accountable Body Agreement entered into between the Council and the DfE.
- 44. At the application stage organisations declared whether their bid would amount to a subsidy to aid determining if the 'minimal financial assistance' element of the Subsidy Control Regime would apply.

## **Timescale**

45. The DfE will appraise and approve Staffordshire's investment plan throughout July and August 2022 and issue a Grant Agreement in September 2022.
46. The Council will issue Grant Agreements early October 2022 to the successful applicants, with delivery commencing mid October 2022.
47. Due to the tight timescale, there is a need to mobilise the project swiftly, to provide full opportunity to deliver the required outputs, which will be reviewed annually.

## **Climate Change Implications**

48. The Multiply provision provides an opportunity to share and raise awareness of climate change and the Councils priorities; Carbon Reduction, Air Quality, Natural Environment, Waste and Behavioral Change to our residents through natural accruing opportunities during the delivery of the Multiply Programme. This will also include opportunities to plan for and to embed the UN Sustainable Development Goals to increase participants understanding and knowledge about climate change to enable them to make informed decisions for the future.
49. To contribute to the reduction in carbon emissions Multiply will be delivered using a range of online and hybrid models to reduce travel. Where face-to-face delivery is undertaken, we will timetable provision to enable the use of public transport and active travel, for example, walking and cycling. This will also have the added benefit of improving health and physical fitness of participants.

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

- Appendix 1 – Multiply Investment Plan
- Appendix 2 – Multiply Investment Plan Q2
- Appendix 3 – Multiply Community Impact Assessment

## **Contact Details**

**Assistant Director:** Anthony Baines, Assistant Director Skills & Employability

**Report Author:** Amanda Darlington  
**Job Title:** Head of Adult Learning & Skills

**Telephone No.:** 07800 626586

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





Department  
for Education

**Multiply**

# Multiply

**Investment plan template (England)**

**May 2022**

**For Mayoral Combined Authorities, the Greater London Authority, and upper tier/unitary local authorities outside of these areas in England**

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## About this document

In conjunction with this template, please refer to the Multiply investment prospectus and technical guidance for England available here

<https://www.gov.uk/government/publications/multiply-funding-available-to-improve-numeracy-skills>

Investment plans are invited from the Greater London Authority, all Mayoral Combined Authorities, and upper tier/unitary authorities outside of these areas in England. Scotland, Wales and Northern Ireland should refer to the [wider UKSPF investment framework](#)

Please ensure you complete this template in full and submit by 30<sup>th</sup> June 2022 by emailing [Multiply.investmentplans@education.gov.uk](mailto:Multiply.investmentplans@education.gov.uk)

Once investment plans are approved, provisional allocations will be signed off, grant agreements will be put in place incorporating information included in this investment plan and first payments made in autumn 2022.

At the end of the 2022-23 and 2023-24 financial years, areas will submit an annual progress report, and a revised investment plan for subsequent years of Multiply provision. This should take on board learning achieved through local delivery, peer to peer support networks and engagement events. It should align with the updated menu of interventions and any new guidance issued each year by the Department for Education.

For further information or to discuss a proposal ahead of submission please contact DfE at [Multiply.investmentplans@education.gov.uk](mailto:Multiply.investmentplans@education.gov.uk)

Please note that information provided on this form, including personal information, may be subject to publication or disclosure in accordance with the access to information regimes, primarily the Freedom of Information Act 2000 and the Data Protection Act 1998.

We have suggested word counts for questions as an approximation but will allow some flexibility and will not apply the word count rigidly. We don't anticipate investment plans to be longer than 25 pages. We won't accept additional attachments beyond the return of this document and the accompanying Excel spreadsheet.

1. Who are the local authority representatives for Multiply (name, email, telephone)?

**Multiply lead:** Amanda Darlington, [amanda.darlington@staffordshire.gov.uk](mailto:amanda.darlington@staffordshire.gov.uk)

**Financial / Accounting Officer:** Rob Salmon, [rob.salmon@staffordshire.gov.uk](mailto:rob.salmon@staffordshire.gov.uk)

## Section A: Multiply intervention summary

2. **In the accompanying spreadsheet, please provide a high-level summary of the interventions to deliver Multiply in your local area, along with related output indicators and required budget?**

The high level summary is informed by expressions of interest and the proposed interventions are indicative. A formal tendering application process will follow.

3. **If you have described any Multiply provision in Section A that does not fit the menu of interventions, what is your rationale for proposing this additional intervention? We will consider this proposal against the aims of the Multiply programme. You can answer “None” for this question. (Approx. 250 words)**

None

4. **Please confirm and explain how your Multiply provision is in addition to and does not duplicate or offset fully funded maths courses delivered through the Adult Education Budget statutory entitlement, or other government funded maths provision. (Approx. 250 words)**

Staffordshire County Council confirm that the proposed Multiply provision will be in addition to, and will not duplicate or offset fully funded maths courses delivered through the Adult Education Budget statutory entitlement, or other government funded maths provision.

Our partners across Staffordshire have completed Expressions of Interests which have been subjected to appraisal and moderation in terms of meeting local need and the national aims of Multiply and to identify any duplication of existing provision. Proposals identified as a duplication of Adult Education Budget (AEB) statutory entitlement and Community Learning are not included within Staffordshire County Council’s Multiply Investment Plan.

The proposed Multiply provision offers something different to other funding entitlement, one which will gain the interest of individuals in ways that AEB provision does not currently. Interventions will increase engagement in numeracy across Staffordshire by providing a range of bespoke high-quality numeracy-based skills interventions. The interventions will be delivered flexibly and implement a bitesize approach to reach out to parts of local communities and employers and their staff who do not engage well with traditional classroom-based learning and/or AEB provision as their starting point.

Provision will provide opportunities for individuals to improve their confidence with the use of numbers to a level that will allow them to have greater control over their daily lives or motivate them to progress onto further programmes or qualifications. To support skill development and progression the Multiply provision will consist of engagement, non-accredited and accredited numeracy programmes with a flexible coherent pathway, including where appropriate onto local AEB provision.

Information, Advice and Guidance alongside initial assessment will identify the individual’s aspirations, starting points and eligibility which will inform the most appropriate funding stream for their particular requirements ensuring optimal use of

funding and the best possible outcomes for each adult learner.

**5. Please briefly set out how you have considered the FE workforce needs (e.g. classroom, tutoring) for Multiply. How will you ensure Multiply workforce needs will not be at the detriment of other programmes you are delivering (eg under the AEB statutory entitlements)? Please note, FE workforce investment should support delivery of Multiply provision and should not be a standalone intervention. (Approx. 250 words)**

Multiply workforce needs will not be at the detriment of other programmes delivered across Staffordshire. Our providers will use effective workforce planning to ensure provision is well-planned and staffed. Some providers have identified where there is a need to recruit qualified maths tutors to ensure expert levels of teaching. Others intend to upskill sector tutors to support employability and sector specific provision to enable them to design and deliver bespoke programmes, this may include higher level maths qualifications or specific teaching maths programmes such as the ETFs teaching Functional Skills Maths. Some providers are able to increase the hours of part-time staff, offer over time for full-time staff or have access to a bank of casual tutors that can be developed to support the delivery of Multiply interventions. Indicative Continual Professional Development (CPD) across all Multiply interventions is planned to strengthen future capability in the workforce. Examples of some proposed CPD include:

- Upskilling existing staff to develop wider network of delivery opportunity in the employment sector, developing math skills for sector specific
- Development of vocational tutors to become numeracy champions for learning.
- Advertising and recruitment campaign with clear messaging to attract appropriate delivery staff (where required).
- Resource development for delivery of 'on demand' tailored employer and learner requirements.
- Understanding of workplace environments and the challenges they present and to translate employer requirements to course/intervention content.
- Interventions to be developed by existing subject experts in Functional Skills and GCSE maths and deliver training to newly recruited staff.
- Money and energy Advisors trained and supported to deliver applied numeracy interventions.
- Qualified dyslexia specialist to undertake formal training for dyscalculia.
- Lego specific training to design activities that develop and promote numeracy skills.
- Awareness raising of Multiply to offer impactful Information, Advice and Guidance.
- Train and mentor Multiply participants who wish to become volunteer math champions.
- Individual development plans for support and teaching staff.

- Workshops on best practice, ie. Gaining access to target cohorts, applied maths for life.

## Section B: Strategic fit

6. **How does the proposed Multiply provision strategically fit with your local priorities, coordinating where possible with wider skills and employment interventions in local areas (for example through Local Skills Improvement Plans), and interventions funded through the broader UKSPF (e.g. in district council investment plans) or other programmes? (Approx. 500 words)**

The proposed indicative Multiply provision will support the achievement of Staffordshire County Council's vision '*An innovative, ambitious and sustainable county, where everyone has the opportunity to prosper, be healthy and happy*'. The strategic plan outlines outcomes that everyone in Staffordshire will:

- Have access to more good jobs and share the benefits of economic growth.
- Live in thriving and sustainable communities.
- Be healthier and independent for longer.

Multiply will contribute to the achievement of the following priorities:

- Support Staffordshire's economy to grow, generating more and better-paid jobs
- Encourage good health and wellbeing, resilience and independence
- Offer every Staffordshire child and young person the best start in life, and the chance to achieve their potential

The Stoke-on-Trent & Staffordshire Skills Advisory Panel's Local Skills Report sets out the local strengths, skills needs and priorities to support local providers to match provision against employer skills demand. The indicative proposed Multiply programme aligns with the following SAP priorities:

- Developing partnerships between employers and skills providers to promote government skills and education programmes and to identify the skills need to shape the design of flexible training programme to support economic growth.
- Ensuring post 16 providers have the right learning infrastructure and deliver flexible, high quality academic and vocational learning pathways to reflect evolving employer skills demand.
- Supporting and enabling adults to secure employment to reskill and raise their skills levels and engage in lifelong learning to enable career progression and increased productivity in priority sectors.
- Supporting greater diversity and inclusivity in the workplace and enable disadvantaged young people and adults to engage in learning and skills programmes, progress in employment and improve their health and wellbeing.
- Ensuring young people and adults are equipped with the digital skills required in the changing world of work to support growth in productivity.

The Local Skills Report reports clear pockets of deprivation particularly in Tamworth, Cannock Chase, East Staffordshire and Newcastle-under-Lyme and has identified

potential growth in high-skilled high-value jobs in sectors including Digital, Green Economy, Engineering & Advanced Manufacturing, Modern Methods of Construction, Advanced Logistics and Health & Social Care. The indicative proposed Multiply programme has a key role in improving skills in these areas to help level up opportunities across Staffordshire.

Locally there are several employment and skills programmes that will receive referrals and signposting to the indicative proposed Multiply programme with the intention of supporting individuals to develop numeracy skills and progress. These include:

- Building Better Opportunities – supporting individuals with multiply barriers to employment
- Positive Directions – Supporting 18-24 year olds at risk of becoming NEET
- Skills Support for Redundancy – Signposting to support individuals to get back into employment
- Skill Support for the Workforce – Sustainable employment and in-work progression
- Job Entry Targeted Support – minimising long-term employment.
- Restart Scheme – Improving employability skills.
- Intensive Personalised Employment Support – specifically for individuals with disabilities and complex barriers.
- Work and Health Programme – supporting individuals with disabilities to find sustained work.
- Sector-based Work Academy Programme – work experience placements.
- Countywide Employment & Skills Task Group – Supporting economic growth, delivering on skills needs.
- Job Brokerage ‘Staffordshire Jobs & Careers’ - free recruitment and support services for businesses and residents
- Open Door – local work placement opportunities

## Section C: High level delivery timeline

7. Please provide an outline of your high-level delivery timeline including major milestones and planned partnerships with local education providers, employers, and other local touchpoints

**Please note the list of delivery partners are those that have completed an expressions of interest form and are indicative. A further tendering process is to be undertaken to identify actual delivery partners.**

	Multiply provision	Delivery partners	Major milestones	Date	Comments
1	Please enter each provision described in Section A	Please provide the details of the delivery partner (e.g. providers, employers) for each provision	Please provide major milestones to deliver your anticipated outputs with dates		
Page 92			<p><b>Reviews, Progress &amp; Expenditure across all interventions</b></p> <p>Mid Year Review &amp; Progress Report, Statement of Expenditure &amp; Forecasts of spend</p> <p>End Year Review &amp; Progress Report &amp; Assurance statement. Revised Investment Plan</p>	<p>Year 2: Sept 2023</p> <p>Year 3: Sept 2024</p> <p>Year 1: March 2023</p> <p>Year 2: March 2024</p>	

			Final Progress Report & Record of expenditure.  Quarterly narrative reports	Year 3: March 2025  Year 1: Dec 2022  March 2023  Year 2: June 2023  Sept 2023  Dec 2023  Mar 2024  Year 3: June 2024  Sept 2024  Dec 2024  Mar 2025	
a	Courses designed to increase confidence with numbers for those needing the first steps towards	Achieve Training Buxton & Leek College Acorn Training Axia Solutions Dyslexia Association Staffordshire	Competitive Application Process	July-August 2022	
			Due Diligence	July-August 2022	
			Contracts Issued	September 2022	

	formal numeracy qualifications  (Please refer to Staffordshire County Council's Multiply spreadsheet)	Newcastle & Stafford College Group Performance through People SERCO South Staffordshire College Steps to Work WEA	Delivery Commences	Year 1: October 2022  Year 2: April 2023  Year 3: April 2024	
b	Courses designed to help people use numeracy to manage their money  (Please refer to Staffordshire County Council's Multiply spreadsheet)	Acacia Training Acorn Training Newcastle & Stafford College Group Citizen Advice WEA	Competitive Application Process	July-August 2022	
			Due Diligence	July-August 2022	
			Contracts Issued	September 2022	
			Delivery Commences	Year 2: April 2023  Year 3: April 2024	
c	Innovative numeracy programmes delivered together with employers  (Please refer to Staffordshire County Council's Multiply spreadsheet)	Acacia Training Achieve Training Acorn Training Axia Solutions Newcastle & Stafford College Group South Staffordshire College Staffordshire Chamber of Commerce The Training Initiative	Competitive Application Process	July-August 2022	
			Due Diligence	July-August 2022	
			Contracts Issued	September 2022	
			Delivery Commences	Year 1: October 2022  Year 2: April 2023	

				Year 3: April 2024	
D	Courses aimed at people who can't apply for certain jobs because of lack of numeracy skills and/or to encourage people to upskill  (Please refer to Staffordshire County Council's Multiply spreadsheet)	Acacia Training Achieve Training Acorn Training Axia Solutions Performance through People	Competitive Application Process	July-August 2022	
			Due Diligence	July-August 2022	
			Contracts Issued	September 2022	
			Delivery Commences	Year 1: October 2022  Year 2: April 2023  Year 3: April 2024	
E	New intensive and flexible numeracy courses targeted at people without L2 maths, leading to FSQ  (Please refer to Staffordshire County Council's Multiply spreadsheet)	Achieve Training Acorn Training Axia Solutions SERCO WEA	Competitive Application Process	July-August 2022	
			Due Diligence	July-August 2022	
			Contracts Issued	September 2022	
			Delivery Commences	Year 1: October 2022  Year 2: April 2023  Year 3: April 2024	

F	Courses for parents wanting to increase their numeracy skills in order to help their children, and help with their own progression  (Please refer to Staffordshire County Council's Multiply spreadsheet)	Acacia Training Achieve Training Dyslexia Association Staffordshire Newcastle & Stafford College Group South Staffordshire College Stoke on Trent College The Training Initiative WEA	Competitive Application Process	July-August 2022	
			Due Diligence	July-August 2022	
			Contracts Issued	September 2022	
			Delivery Commences	Year 1: October 2022  Year 2: April 2023  Year 3: April 2024	
G	Numeracy courses aimed at prisoners, those recently released from prison or on temporary licence  (Please refer to Staffordshire County Council's Multiply spreadsheet)	Acorn Training	Competitive Application Process	Feb-March 2023	
			Due Diligence	Feb-March 2023	
			Contracts Issued	March 2023	
			Delivery Commences	Year 2: April 2023  Year 3: April 2024	
H		Acacia Training Achieve Training	Competitive Application Process	July-August 2022	

	Numeracy courses aimed at those 19 or over that are leaving, or have just left the care system  (Please refer to Staffordshire County Council's Multiply spreadsheet)	Newcastle & Stafford College Group The Training Initiative	Due Diligence	July-August 2022	
			Contracts Issued	September 2022	
			Delivery Commences	Year 1: October 2022  Year 2: April 2023  Year 3: April 2024	
I	Numeracy activities, courses or provision developed in partnership with community organisations and other partners aimed at engaging the hard to reach learners  (Please refer to Staffordshire County Council's Multiply spreadsheet)	Acacia Training Achieve Training Dyslexia Association Staffordshire Newcastle & Stafford College Group South Staffordshire College WEA	Competitive Application Process	July-August 2022	
			Due Diligence	July-August 2022	
			Contracts Issued	September 2022	
			Delivery Commences	Year 1: October 2022  Year 2: April 2023  Year 3: April 2024	
J	Additional relevant maths modules	Acorn Training	Competitive Application Process	July-August 2022	

embedded into other vocational courses.  (Please refer to Staffordshire County Council's Multiply spreadsheet)	Newcastle & Stafford College Group South Staffordshire College	Due Diligence	July-August 2022	
		Contracts Issued	September 2022	
		Delivery Commences	Year 1: October 2022  Year 2: April 2023  Year 3: April 2024	

## Section D: Evidence of need and demand

8. Please describe why improving adult functional numeracy (aiming to teach the numeracy skills that are needed in daily life and the workplace) matters to your local area. You should refer to specific characteristics of your local area in your answer and include supporting evidence - especially quantitative forms of evidence where available. (Approx. 250 words)

Across Staffordshire there is a need to help people improve their ability to understand and use maths in daily life, home, and work. Our residents require better numeracy skills to succeed and support inclusive economic growth. People who improve their numeracy skills are more likely to be in employment, have higher wages, and better wellbeing.

Nationally half (49%) of the adult population have basic numeracy skills (Entry Levels)<sup>1</sup>, if the same is true in Staffordshire there are potentially 263,000 working age adults without basic numeracy skills.

It is shown that gaining a maths qualification at Level 2 or equivalent unlocks the door to progress to higher level training to secure a higher skilled and better paid job in our economy. In Staffordshire it is estimated that 6.2% of the working age (16-64) population have no formal qualifications, equivalent to 32,000 adults. Alongside this 21.1% of the working age population are currently without Level 2+ qualifications, equivalent to 109,500 adults<sup>2</sup>. Improving the numeracy skills of these residents can help them progress, leading to better pay which in turn can help raise below average wage levels in Staffordshire.

**Proportion of the 16-64 population without Level 2+ qualifications or with no formal qualifications, 2021** – indication of local authority areas with highest need for numeracy skills improvement<sup>3</sup>

Area	Working Age Adults (aged 16-64) without NVQ2+ Qualifications		Working Age Adults (aged 16-64) with No qualifications (NVQ)	
	Number	%	Number	%
Tamworth	13,300	28.6	3,300	7.1
East Staffordshire	19,600	27.8	4,700	6.7
<b>West Midlands</b>	<b>893,400</b>	<b>24.8</b>	<b>276,400</b>	<b>7.7</b>
Newcastle-under-Lyme	18,800	23.3	6,100	7.6
Cannock Chase	14,000	22.9	5,400	8.8
SSLEP	153,600	22.7	44,100	6.5
Lichfield	13,200	22.5	4,300	7.3
<b>England</b>	<b>7,584,100</b>	<b>21.8</b>	<b>2,212,200</b>	<b>6.4</b>
<b>Staffordshire</b>	<b>109,500</b>	<b>21.1</b>	<b>32,000</b>	<b>6.2</b>
Staffordshire Moorlands	9,000	15.7	2,300	4.1
Stafford	12,200	15.2	3,400	4.3
South Staffordshire	9,400	14.7	2,400	3.7

<sup>1</sup> [A new approach to making the UK numerate](#), National Numeracy/KPMG, 2014

<sup>2</sup> [Adult NVQ Levels, Annual Population Survey](#), NOMIS, 2021

<sup>3</sup> [Adult NVQ Levels, Annual Population Survey](#), NOMIS, 2021

The local area also has pockets of deprivation with high unemployment, where currently there are over 16,300 work-related universal credit claimants across Staffordshire<sup>4</sup>. It is found that many of these claimants would benefit from improved work ready skills including better numeracy to access the record number of job vacancies currently available and raise employment levels for a more inclusive local economy.

**Proportion of the 16-64 population claiming work-related Universal Credit or Job Seekers Allowance Benefits (Claimant Count), March 2022** – indication of local authority areas with highest unemployment<sup>2</sup>

Area	Claimant Count Rate <sup>1</sup> (March 2022)	Number of Claimants (March 2022)
<b>West Midlands</b>	<b>5.3</b>	<b>195,850</b>
<b>England</b>	<b>4.3</b>	<b>1,508,410</b>
Tamworth	4.1	1,930
SSLEP	3.7	25,900
Cannock Chase	3.5	2,215
East Staffordshire	3.4	2,480
<b>Staffordshire</b>	<b>3.1</b>	<b>16,365</b>
Newcastle-under-Lyme	3.1	2,505
South Staffordshire	3.0	2,030
Lichfield	2.7	1,685
Stafford	2.7	2,275
Staffordshire Moorlands	2.2	1,250

Improved numeracy also matters to our businesses where employers that develop their employees' numeracy skills can boost productivity, increase profits, and improve employee retention. The latest Government commissioned Employer Skills Survey (ESS) showed that over a third (37%) of employers with skill-shortage vacancies identified basic numeracy skills as difficult to obtain from applicants. In addition of those employers with skills gaps in the exiting workforce a quarter (24%) felt that basic numeracy skills needed improving<sup>5</sup>. Staffordshire also has generally higher demand for STEM skills including numeracy due to our strong manufacturing base and associated industries which are a priority for growth locally.

Addressing numeracy skills shortages and gaps in Staffordshire has the potential to contribute to significant economic growth as we recover from the pandemic and help to address the long-term productivity gap where on average every worker is nearly a fifth less productive than the national average<sup>6</sup>. Overall, better numeracy can increase prosperity in Staffordshire with improved wellbeing of our residents leading to a healthier and better quality of life.

<sup>4</sup> [Claimant Count](#), NOMIS, March 2022

<sup>5</sup> [Employer Skills Survey \(ESS\)](#), Department for Education, 2019

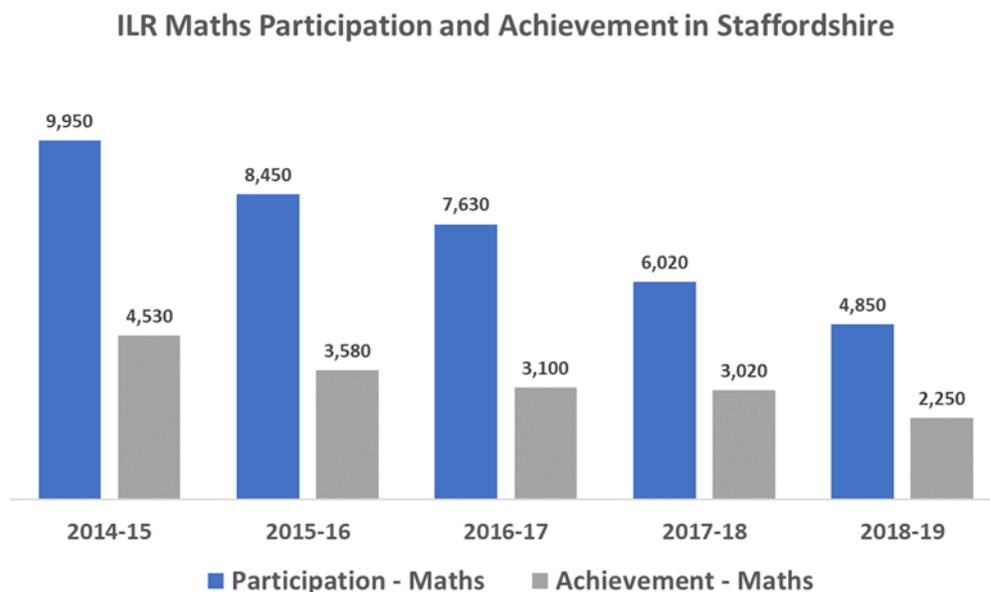
<sup>6</sup> [Sub-regional Productivity](#), ONS, 2019

**9. Please describe any qualitative or quantitative data you have on local adult numeracy levels (e.g., historic and current participation and achievement, etc) to evidence need and demand. (Approx. 250 words)**

Given that numeracy skills are vital for the Staffordshire economy as a whole with high demand from businesses for better numeracy skills, education and skills providers have a key role to play in raising numeracy skills. It is also important that employers play their part in providing employees with access to learning and training to improve their basic skills.

Nationally only one in five adults are currently participating in programmes to boost such skills. In Staffordshire latest DfE participation and achievement data provides an indication of current learner demand, with the overall trend showing a gradual decline in maths participation and achievements over the last five years of available data. Between 2014-15 and 2018-19 Staffordshire has seen a 51% decline in maths participation compared to 42% decline nationally and a 50% decline in maths achievements compared to 37% decline nationally.

**DfE Individual Learner Record (ILR) maths participation and achievement in Staffordshire, 2014-15 to 2018-19<sup>7</sup>**



**DfE Individual Learner Record (ILR) maths participation and achievement in Staffordshire districts and boroughs, 2018-19<sup>7</sup>**

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<sup>7</sup> [English and maths participation and achievements](#), Department for Education, 2019

Area	Participation - Maths	Participation - Maths Entry Level	Participation - Maths Level 1	Participation - Maths Level 2	Achievement - Maths	Achievement - Maths Entry Level	Achievement - Maths Level 1	Achievement - Maths Level 2
East Staffordshire	950	140	230	610	470	90	180	200
Stafford	770	80	230	510	410	70	160	210
Newcastle under Lyme	630	30	170	470	290	20	110	170
Cannock Chase	610	30	160	460	240	20	100	130
Tamworth	550	40	130	420	260	30	120	120
South Staffordshire	490	50	110	350	210	40	70	120
Lichfield	440	30	90	340	190	20	70	110
Staffordshire Moorlands	410	30	90	310	180	20	50	110
<b>Staffordshire</b>	<b>4,850</b>	<b>430</b>	<b>1,210</b>	<b>3,470</b>	<b>2,250</b>	<b>310</b>	<b>860</b>	<b>1,170</b>

This decline in participation and achievements would indicate that more needs to be done to support and encourage residents to choose to improve their numeracy skills. By increasing numeracy provision the Multiply programme can provide greater opportunity to learn and develop essential skills that are universally important for individual's life chances.

In a recent Staffordshire County Council Employer Survey, 20 local employers reported 65% of the workforce had good to excellent numeracy skills, with 35% demonstrating adequate numeracy skills. 85% of employers stated current numeracy skills are good enough for what they need now, with more than half (55%) reporting they need higher levels of numeracy to support business growth plans. Roles that require a better/higher level of numeracy include:

- 45% Managers, Directors and senior officials
- 40% Administrative and secretarial occupations
- 30% Sales and customer service occupations
- 20% Process, plant and machine operatives
- 20% Professional occupations
- 10% Skilled trades occupations & Caring, Leisure and other service occupations
- 5% Elementary occupations, Associate professional and technical occupations and other

In a recent Staffordshire County Council Resident Survey, 62 respondents reported:

- 60% felt their confidence levels ranged from not very confident to fairly confident
- 58% manage with numbers but sometimes struggle or do not feel confident
- 58% stated better numeracy skills would be helpful to them, 32% maybe
- Overall, 63% do not have a Level 2 maths.
- 62% are employed, of which 43% do not have Level 2 maths.

In a recent DWP client survey, 201 respondents reported:

- 35% felt confident with numbers

- 43% fairly confident with numbers
- 21% not confident with numbers
- 46% do not have L2 maths, and at least half of these clients would consider studying maths to help them progress in their career

In addition, there is a need to provide interventions for other groups:

- 41% of Staffordshire Community Learning learners are below a full Level 2
- Serco report 63% of participants on their SSW contract do not have L2 Maths
- Axia report local employers seek non-accredited provision to support job roles and/or to support individuals who face redundancy

**10. How does the Multiply provision outlined in section A meet this demand, on top of how existing entitlement is already meeting it, and what does success look like for your local area? (Approx. 250 words)**

The proposed indicative Multiply provision outlined in Section A provides a range of personal tutoring, digital training and flexible courses that fit around everyday lives and will be tailored to the specific needs of individuals and employers. The provision will be delivered across the 8 districts of Staffordshire creating an improved local skills ecosystem with a wider range of numeracy skills attainment pathways which meet varied demand and need from residents leading to an increase in local functional numeracy skills of adults to more confidently use in their daily lives, at home and at work.

The Multiply provision will look to increase participation and achievement of numeracy skills to the benefit of individual learners in finding employment and progression to higher skills attainment. This will support the Government's Levelling Up mission to ensure that by 2030, the number of people successfully completing high-quality skills training will have significantly increased in every area of the United Kingdom. We know that there are pockets of deprivation with low skills levels and unemployment issues where Multiply provision can raise numeracy skills to improve life chances leading to a more inclusive local economy where individuals have raised aspirations and can achieve their full potential in good jobs.

These improved numeracy skills of our residents will create a stronger labour pool which can help to address skills gaps and skills shortages within our local businesses. Improved labour market outcomes with fewer skills gaps reported by employers, and an increase in the proportion of adults that progress into sustained employment and / or education can lead to increased economic growth and productivity.

**11. Please describe what you have done to ensure good value for money (e.g., has your plan been reviewed by an economist, have you reviewed local data?). Please**

**also describe what controls you will put in place to ensure that good value for money continues to be achieved throughout the lifetime of the Multiply provision. (Approx. 250 words)**

A Council Multiply Programme Board has been established to oversee the development of the Investment Plan, tendering process and overall management of the Multiply programme. A term of reference for the board is approved. The board will manage the Multiply process on behalf of the Council and ensure the requirements placed upon the Council as the Lead Authority are fully met. The board is chaired by the Head of Adult Learning & Skills and includes officers from the following teams: Skills & Employability, Finance, Legal, Communications and District Strategic Delivery. The board has a reporting link to the Council's Economic Recovery Cabinet, Senior Leadership Team and Cabinet.

The Council's Multiply Programme Board will establish appropriate and proportionate systems for the payments and monitoring process. The process will be subject to a Staffordshire County Council's internal audit. Following the exchange of grant agreements, a contract clarification meeting will be held with all projects.

Applications from organisations will be subject to due diligence including mandatory exclusion grounds, economic and financial standing and levels of insurance cover: employers' liability, public liability and professional indemnity with required minimum levels of cover. Financial checks for all applications will be undertaken using Experian. ([www.experian.co.uk](http://www.experian.co.uk)) Applications that do not pass the due diligence will not be considered for the delivery of the Multiply programme.

To ensure good value for money the Investment Plan has been reviewed by the Multiply Board and the Council's Economic and Skills Analyst ensuring Multiply interventions have a strong strategic fit and meet local objectives and the national Multiply success measures. In addition, we have:

- Reviewed local data available to indicate potential need for Multiply provision and the key cohorts which such provision will need to be targeted in order to achieve the maximum benefits in Staffordshire.
- Conducted a full assessment of Expressions of Interests level of need within certain cohorts and cost of improving functional numeracy skills comparison evaluation e.g. cost per learner, where they target local areas with highest need for skills improvement and higher unemployment levels.
- Ensured interventions included in the Investment Plan have strong evidence of need and clear rationale. Interventions go beyond existing numeracy provision and are led by key employment and skills partners with the widest reach and access to the cohorts with greatest need for numeracy skills improvement.

- Ensured interventions present clear value to society through social and economic effects.

To ensure good value for money continues to be achieved throughout the lifetime of the Multiply programme we will undertake regular project progress reporting against key milestones and targets. This will ensure that there are clear and strong outputs and outcomes for all local interventions i.e. monitoring participation, achievement and progression pathways e.g. high progression into employment or further education and training of Multiply learners.

The next stage is to implement a further tendering process and commission the services of a third party to provide professional advice and support in appraising and prioritising Multiply interventions for the Council. The work will involve providing technical support and peer review ensuring best value for money and ensuring that interventions will deliver the greatest positive impact for Staffordshire.

## Section E: Engaging learners

**12. Which cohorts of learners will be hardest to reach? How do you intend to maximise the reach of the programme and make sure Multiply provision engages those learners that are hardest to reach (e.g., communications; reaching out to people via employers, 'touch points' such as housing and other community groups)? (Approx. 300 words)**

There are real challenges in encouraging adults to improve their numeracy skills, mainly due to under-confidence. Through learning from the Career Pilot we have identified all cohorts will require targeting through an effective Communication Strategy to include marketing messages focusing on key benefits of improving numeracy skills, myth busting, promoting courses and activities and personal progression. We will collect additional attitudinal data specific to numeracy which will lead to an understanding of the bespoke behaviour change journeys that each of the different target audiences will need to progress through from 'attention' through to 'action'.

The appraisal and moderation process of the expressions of interests have enabled the Council to identify the most appropriate partners who have extensive and well-established networks across public, private and third sector partners to reach target learners and facilities to deliver a range of Multiply interventions and programmes across Staffordshire.

Acacia Training effectively engages with local Job Centres, social housing associations, debt support and credit counselling services and voluntary and community organisations such as VAST. There is further engagement with local schools, colleges, other independent training providers and Staffordshire University Apprenticeships. The organisation is a Care Leaver Covenant signatory providing support to care leavers across Staffordshire. There is a strong employer stakeholder relationship across many employers and sectors which also includes the University Hospital of North Midlands.

Achieve Training operates from two well-equipped premises with suitable facilities for the delivery of both practical and theory-based maths programmes. The organisation is part of wider group of businesses one of which is a housing organisation with upwards of 7500 properties and has further established partnerships in the local area, for example, Chamber of Commerce, local employers and other education and work-based learning providers. The organisation also works with schools, Youth Offending Services, Youth Service, Social Services and the YMCA.

Acorn Training has premises in each of the identified districts; a learning shop within a large social housing estate located in Staffordshire Moorlands and two further training premises located in town centres close to job centres. The organisation has strong partnerships with Jobs22, Your Housing Group, Platinum, NHS Combined Trust, Bac O'connor Centre and Staffordshire Prisons.

Axia Solutions has strong partnerships with employers and DWP and deliver apprenticeships and FSQ in Staffordshire across a broad range of industries including manufacturing, logistics, health care and office-based environments.

Buxton & Leek College have a central town location with premises well-equipped for learning and have established partnerships with employers, Chamber of Commerce and third sector organisations, for example, Support Staffordshire and Citizens Advice Bureau.

Chamber of Commerce work with 1,000 businesses through members and a wider 6,000 businesses through their public funded contract work to ensure they have extensive reach.

Citizen Advice will receive referrals from debt and energy advisors and other partner organisations such as foodbanks, local family support services, housing providers and third party organisations.

Dyslexia Association work in collaboration with a range of partners, for example, schools, Life Works, Job Centre Plus disability support staff, links with Access to Work, Lyme Trust, The Macari Foundation, Gingerbread, Brighter Futures, housing associations, Community Health Champions, Support Staffordshire, Chamber of Commerce referrals from statutory services, Police Force, GP surgery's, training providers and Keele University.

Newcastle & Stafford Colleges Group have a central town location with well-equipped premises and facilities. Partnerships are well established and consist of local schools, community groups, food banks, special interest groups, employers and DWP.

Performance through People engage well with local Housing Associations, Job Centre Plus, Debt Advisory Services and local employers.

SERCO have strong partnerships through HMPPS, the National Probation Service, local employers, Restart, schools and voluntary organisations.

South Staffordshire College has well-equipped premises and facilities and extensive community centre links with delivery in the community to engage hard to reach. The College have extensive networks across South Staffordshire including (but not limited to) links with 500+ individual organisations and those that are high on the list of job shortages including in Warehousing and Manufacturing, such as Ocado, members of ADSA, Bristan, Travis Perkins and Howdens. There are strong working relationships with schools, including Junior, Secondary and Academy schools based in Cannock, Rugeley, Lichfield and Tamworth.

Steps to Work are partnered with 8 organisations through the Building Better Opportunities Evolve programme providing wrap around support consisting of; Burton

Albion Community Trust, Burton and District Mind, Groundwork, Citizens Advice, Beacon, Steps to Work, Starfish and the Big Happiness Experiment.

Stoke on Trent College has a dedicated Schools Liaison Team with extensive links with schools in Staffordshire Moorlands and Newcastle.

The Training Initiative Group Ltd have established partnerships with Chambers of Commerce, LEP, SPES, LinkedIn and their own Employer Network. They also work with schools and academies and have access to parenting groups through social media. There is further work undertaken to gain access to NEETs with Entrust, DWP, charities, Welfare to Work schemes.

WEA have established links with the Trade Union movement and with employers and other stakeholder groups.

**13. How will you ensure Multiply provision will be available and accessible to a diverse cohort as per [Public Sector Equalities Duty \(PSED\)](#) including those with dyscalculia or other protected characteristics? (Approx. 100 words)**

Staffordshire County Council and its partners employ highly skilled staff from diverse backgrounds and treat individual's equally regardless of their characteristics. These staff are best placed to welcome and support learners from different groups and ensure those with protected characteristics are just as likely to achieve a qualification or learning experience and outcome as any other learners. We aim for the provision to ensure that learners from underrepresented groups are encouraged to participate and supported to progress. Initial assessment will appropriately identify starting points and additional learning support requirements. Progress and achievement will be well-monitored through regular learner reviews. In addition to performance monitoring for attendance, achievement and retention we also undertake satisfaction surveys to monitor the learner experience.

As outlined in the Staffordshire County Council's Equality policy we have undertaken a Community Impact Assessment for Multiply and will ensure that contractors and funded suppliers abide by the requirements to promote equality of opportunity and take steps to tackle discrimination and barriers to access. We will ensure that those providing a service on our behalf:

- Are aware of the Equality policy and that it is communicated to all potential contractors and service providers through pre-qualifying questionnaires, specifications and contracts.
- Check that contractors and service providers have equality and diversity procedures and practices in place.

- Ensure those acting on behalf deliver goods, facilities and services that are appropriate and accessible.
- Will provide opportunities to ensure that small to medium enterprises can bid for contracts.

Staffordshire learners can raise issues/complaints about unfair practices or treatment directly via the County Council's Customer Centre: 0300 111 8000 or [customer.feedback@staffordshire.gov.uk](mailto:customer.feedback@staffordshire.gov.uk). All enquiries are responded to within 20 working days.

## Section F: Measuring success

14. We expect Multiply learner data to be inputted into the Individualised Learner Record (ILR). Describe your approach to data collection, management, and reporting to meet these requirements (Approx. 250 words)

We collect the learner data necessary for the contract at enrolment by asking them to complete an online enrolment form, offering support as necessary. Local and ILR privacy notices are provided at this stage. Once learner ID has been confirmed, each record is input into YETI an MIS ESFA compliant system which currently produces Community Learning ILR returns for the ESFA. The system integrates with the Learner Records Service. The MIS system is regularly updated to meet any new requirements from the ESFA including any new learning aims added for Multiply. The system allows reporting by contract and will be updated with attendance and achievement data once returned. Internal quality checks and auditing will take place on this data prior to submission. It will be run through FIS prior to upload and will be uploaded without errors. This data will then be used to produce the quarterly reporting and any additional local reporting required.

15. **What additional data (in addition to the Individualised Learner Record), if any, will you use to measure learner progress and achievement? If you do not have any additional data, you can answer “none”. (Approx. 100 words)**

None.

16. **Are there any other local measures of success against your plan that you intend to monitor? You can answer “not applicable” for this question. (Approx. 100 words)**

Not applicable

## Section G: Stakeholder management

### 17. Which organisations have you engaged with to develop your investment plan, including public sector, private sector, and civil society organisations? How have you engaged these organisations? (Approx. 100 words)

The Council launched Multiply at local level through a publication on its webpage [Multiply Programme - Staffordshire County Council](#) and promoted an online Multiply briefing event and an explanation of how local organisations could get involved. We also developed a Numeracy Survey [Numeracy survey - Staffordshire County Council - Citizen Space](#) to gain insight from local Staffordshire residents which was promoted via our Community Learning mailing list.

Briefing Event with attendance across public sector, private sector and civil society. Approximately 70 in attendance engaging in question, answer, and discussion. A call for Expressions of Interests to be submitted, resulting in 22 returns. An overview of Expressions of Interests circulated to lower-tier authority leads for review and to inform the UK Shared Prosperity Fund Investment Plans.

Established a Staffordshire Multiply External Working Group with representation across public and private sector and civil society organisations providing opportunities to discuss the investment plan content and inform the decision-making process. The group will continue to meet termly to review the progress of the Multiply programme.

Meetings with the DWP Strategic Partnership Manager/s working collaboratively to ascertain the learning needs of service users and skills gaps identified via local employers.

Further attendance at collaborative stakeholder groups, including representation from lower-tier authorities have included:

- Staffordshire Economic Growth Directors Group
- Countywide Employment & Skills Task Group
- Horex, LGA Forum
- LAs West Midlands Skills Group
- Staffordshire Partnership for Employment & Skills

Further dialogue with Staffordshire County Council's Strategic District Managers to gain further insight about local needs, aspirations and current projects that are complimentary to the Multiply programme.

Developed an Employer Survey via the Council's Communications department [Shape the numeracy skills of the future - Staffordshire County Council - Citizen Space](#)

**18. Detail how have you engaged lower tier local authorities, if any, within your local area in the development of your investment plan? You can answer “not applicable” to this question. (Approx. 100 words):**

The Council’s approach to Multiply has been communicated to a wide range of partner organisations to promote complimentary plans and programmes with particular focus towards the development of district UK Shared Prosperity Fund local Investment Plans. Presentations have been delivered to Staffordshire Economic Growth District Group, Staffordshire Economic Development Officers Group, Staffordshire Partnership for Employment and Skills (SPES) and Countywide Employment and Skills Group.

There have been further communications with Staffordshire County Council Strategic Delivery Managers and Council Place Funding Manager who leads on the UK Shared Prosperity Fund from the Council.

## Section H: Risks

19. Please set out any key risks including financial and fraud that could affect Multiply delivery. Describe these risks or issues, including the contingency measures you have put in place to mitigate them.

	Description of risk	Actions you will take to mitigate	After mitigation what is the likelihood of the risk occurring (High >70%, Possible 70-30%, Unlikely <30%)	After mitigation what would be the impact of the risk materialising? (High: significant impact of unable to deliver, Medium: delivery compromised, Low: Minor / no impact)
1	Staffing issues – capacity to deliver	Individual contracts to ensure they have capacity to deliver. Provider to have contingency plan	Possible	Medium
2	Low learner enrolment and engagement/interest	Strong strategic communications plan  Partners working with key touchpoints	Unlikely	Low
3	Contracts - Financial underperformance	Robust and timely contract management process and dialogue	Possible	Medium
4	Fraud and financial irregularity, ie, ILR returns, awarding bodies, complaints and allegations by learners	Clauses within the Grant Agreement	Unlikely	Low
5	Lack of delivery Premises	Utilise list of venues used to deliver COVID tests and vaccinations. Online offer of provision.	Unlikely	Low
6	Delay in recruitment of appropriately trained staff to deliver Multiply	Recruitment Strategy implemented, key messages to attract experienced staff	High	Medium

## Section I: Capacity and Capability

**20. Do you have dedicated capacity and capability to deliver adult skills interventions and adult education? How many FTE will be working on delivery of Multiply and what functions are being undertaken by those FTE including who will be responsible for data collection, contract management and how you will coordinate delivery? (Approx. 250 words)**

The external providers capacity and capability to deliver adult skills interventions and adult education has been identified through the Expressions of Interest stage. The total number of FTE delivery staff and those undertaking data entry and submission is to be confirmed following on from a further tender application process.

Internally to the Council, 4 key members of staff are assigned to the Multiply project totalling 2.059 FTE.

Multiply Programme Lead – accountable for commissioning, needs assessment, service design of Multiply. Responsible for the management of providers and provision delivered directly, ensuring the market is responsive in meeting learner and employer needs. Developing strong internal and external relationships and partnerships with providers and key stakeholders, including elected members to influence and shape policy and delivery of Multiply provision. Accountable for a well-run programme through robust prioritisation, risk management, governance and commercial oversight of all resources complying with all statutory, regulatory, funding, reporting and internal policy and procedures.

Project Manager - responsible for producing a project plan. Assisting in the effective management of Multiply by monitoring and reporting on project activities timescales, budgets and resources. Develop, monitor and maintain change control systems. Establish consistent quality control, practices and standards and appropriate governance, including project planning, reporting, analysing risks and maintaining the risk register. Responsible for ensuring the project status, issues and risks are communicated to relevant officers/boards to ensure effective resolution and timely delivery of Multiply. Assist with the development of Multiply by collating relevant economic and skills data and reports. Liaison with stakeholders and sub-consultants to ensure progression of the project related activities. Lessons learned are fully documented and shared.

MIS Manager – responsible for the submission of ILR and producing internal monthly bespoke reports and cross checking of data.

Data Entry Officer – to process data for those providers who do not have MIS functions. To provide training how to use the ILR New Learner Entry Tool for year 2.

In addition, the Staffordshire Multiply Board will oversee governance arrangements and will meet monthly. The board will review the return of the statement of expenditure mid-year in years 2/3 which will be validated by the Council's Section 151 Officer and will submit progress reports against performance indicators as agreed with the Department for Education. The board will also:

- Develop the investment plan for Staffordshire.
- Manage the delivery of localised and Countywide communications
- Maximise funding and ensure the delivery of effective bespoke adult numeracy courses to meet local need and the national aims of multiply.
- Be responsible for high-level risk and issue management within the programme, including those escalated from delivery level.
- Be financially accountable for the programme, developing robust payment mechanisms both to the spending authority or the service provider.
- Ensure activities are linked effectively with other strategic programmes, such as the government's levelling up mission to ensure that by 2030, the number of people successfully completing high-quality skills training will have increased.
- Ensure all contracts and any partnership agreements are in place and are adhered to.
- Monitor the delivery of the Multiply programme output and outcomes.

Membership consists of:

- Assistant Director, Skills & Employability
- Head of Apprenticeships & Technical Skills
- Head of Adult Learning & Skills
- Head of Employer Skills Partnership
- Senior Campaigns Officer
- Senior Solicitor (Contracts)
- Senior Finance Officer
- Strategic Delivery Manager
- Central Through Care Team Manager
- Project Manager
- Internal Audit

**21. If you have capacity, would you be prepared to take a leading role in a regional peer-to-peer network to share learnings with other local authorities (eg host quarterly Multiply sessions, share best practice, etc)? This does not commit you at this stage and we will use this information to develop our learning plans across the Multiply programme. (Approx. 100 words)**

Staffordshire County Council would welcome the opportunity to be involved in a regional peer to peer network.

**22. Please describe the key capacity and capability challenges (if you have any) for delivering skills interventions. This could include challenges within your local authority (e.g., gaps in areas such as procurement, contract management,**

**communications) and/or in your local delivery system? This information will be used to inform what support could be made available nationally. (Approx. 100 words)**

- Financial and operational impact for employers releasing staff if learning cannot be undertaken during work time.
- Recruitment of suitability skilled staff – will require a strong communication strategy.
- Digital poverty – access to equipment and connectivity my present barriers to participation and will require investment in equipment.
- Unemployed learners that achieve a job often disengage and do not prioritise training as they do not value or understand the benefits – will require a strong communication strategy to support retention of learners.

**23. Please describe what further support would help address these challenges? We will use this information to inform what central government support is made available nationally but cannot commit to fund every individual request. (Approx.100 words)**

- National Communication strategy outlining the benefits of developing numeracy. To link with local campaigns across England targeted at learners and employers
- Digital equipment fund

**24. Are there interventions or capability areas where you can partner with other local authorities, providers, or employers in your region? (Approx.100 words)**

Staffordshire County Council work collaboratively with stakeholders, for example, Stoke City Council and SPES to share performance issues and ongoing review of complimentary or existing programmes.

## Section J: Declaration of the Chief Executive of the lead local authority

As the lead local authority (Greater London Authority, Mayoral Combined Authorities, Upper Tier/Unitary Local Authorities) you will act as the accountable body and submit this application on behalf of your local area. By submitting this investment plan, you confirm:

- All the information included is true and accurate to the best of your knowledge.
- You have read, and confirm this plan is in accordance with, the expectations set out in the Multiply investment prospectus and technical guidance.
- Lower tier local authorities within your local area support this application and are committed to work with you.
- You will comply with the Assurance and Grant management process as outlined in the technical guidance and submit a statement of expenditure at mid-point and end of financial year.
- You understand that the grant will become repayable and further payments put on hold or reduced, if Multiply outputs are not on track for delivery and/or grant funding is not spent on eligible activities by the mid-point and end of each financial year.
- You understand that you will be responsible for ensuring data on Multiply learners is submitted through the Individualised Learner Record (ILR) and will submit regular monitoring reports as set out in the technical guidance.
- You will submit an annual progress report including an assurance statement to confirm spend was used wholly for the purposes for which it was given, and a revised investment plan for subsequent years of Multiply provision as set out in the technical guidance.
- You will support the sharing of learning as requested by the Department for Education – this may involve providing case studies, contributing to webinars and other activity as identified.
- You will comply with the Public Sector Equalities Duty and put in place equality policies and implementation plans as well as processes for learners to raise complaints about unfair practices or treatment.
- You will ensure value for money, seeking competitive costs for all activities and complying with the procurement governance as set out by your governing body.

Chief Executive name	<b>John Henderson</b>
Signature	
Date (DD/MM/YYYY)	<b>29<sup>th</sup> June 2022</b>





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## Multiply

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### **Multiply investment plan template**

#### **Accompanying summary of Multiply interventions, estimated output and budget (Section A Question 2)**

*This spreadsheet accompanies the Multiply investment plan template and corresponds to question 2 in Section A allowing you to provide a breakdown of budget and estimated outputs for your Multiply provision*

Please complete the "Multiply interventions" tab. Please add additional rows as needed to summarize your planned Multiply provision. Cells shaded in blue indicate a formula.

Please refer to the Multiply investment prospectus and technical guidance for England available here <https://www.gov.uk/government/publications/multiply-funding-available-to-improve-numeracy-skills>

Number	Multiply intervention (please see page 7 of the investment prospectus)	Short description of Multiply provision (there could be multiple types of provision for each intervention)	Related fund output indicators (please see page 8 of the technical guidance)	Estimated output 22-23	Estimated output 23-24	Estimated output 24-25	Budget			Total
							22-23	23-24	24-25	
Example	What Multiply intervention are you delivering? e.g. Courses designed to increase confidence with numbers for those needing the first steps towards formal qualifications	What is the provision you intend to deliver? Who is the target audience for this provision? Are there any comms activities to increase reach required to deliver this provision? Approximately, how many guided learning hours will the provision include? e.g. a cross-agency / partnership approach, working with local employers (for example, to deliver in-work confidence building courses)	Referring to the six fund output indicators on page 8 of the technical guidance, what outputs will this provision deliver. If you want to select more than one please add an additional row e.g. Number of adult numeracy courses run in a local area through Multiply	e.g. 5 new courses or reach 100 learners	e.g. 5 new courses or reach 100 learners	e.g. 5 new courses or reach 100 learners	£1,000	£2,000	£2,000	£5,000.00
1	Courses designed to increase confidence with numbers for those needing the first steps towards formal numeracy qualifications.	An indicative broad offer of non-accredited courses aimed at adults aged 19+ who have low confidence with the use of numbers and mathematical functional skills. The benefits of Multiply and the local provision will be promoted both corporately and at provider level this could include both traditional and digital methods of promotion. Touchpoints could include but are not limited to local community groups – including community action groups, food banks and other special interest groups increasing confidence in contextualised maths for community activities and/or people seeking to move towards learning/employment i.e., local job centres.	Number of adult numeracy courses run in a local area through Multiply	TBC	TBC	TBC				£0.00
2	Courses designed to increase confidence with numbers for those needing the first steps towards formal numeracy qualifications.	We envisage courses will be delivered online as well as face to face with a mix of small groups and 121 sessions with a range of guided learning hours, some examples include: •Courses aimed at people looking to upskill, provision providing everyday finance courses e.g. budgeting, basic data management and maths principles such as percentages, fractions and decimals @ 15 GLH. •Courses aimed at employed people who require additional or enhanced numeracy skills in order to complete their job roles more effectively @ 18 GLH •Courses designed to help boost confidence aimed at parents, carers, disabled, unemployed and low income disadvantaged single parents and benefits dependant @ 12 GLH •Bitesize learning @ 2 GLH •E1 and L2 functional skills courses aimed at people looking to upskills GLH from 20 – 55	Number of people participating in Multiply funded courses	400	600	600	£200,000	£150,000	£150,000	£500,000.00
3	Courses designed to increase confidence with numbers for those needing the first steps towards formal numeracy qualifications.	See above	Number of people achieving a qualification	TBC	TBC	TBC				£0.00
4	Courses designed to increase confidence with numbers for those needing the first steps towards formal numeracy qualifications.	See above	Number of courses developed in collaboration with employers	TBC	TBC	TBC				£0.00
5	Courses designed to increase confidence with numbers for those needing the first steps towards formal numeracy qualifications.	See above	Number of people referred from partners onto upskill courses	TBC	TBC	TBC				£0.00
6	Courses designed to increase confidence with numbers for those needing the first steps towards formal numeracy qualifications.	See above	Number of different cohorts participating in numeracy courses (e.g. learners in prison, parents etc)	TBC	TBC	TBC				£0.00
7	Courses designed to help people use numeracy to manage their money.	An indicative offer of courses aimed at adults aged 19+ who struggle with money management in either their work or personal lives. The benefits of Multiply and the local provision will be promoted both corporately and at provider level this could include both traditional and digital methods of promotion.  Touchpoints could include but are not limited to job centres, social housing associations, debt support and credit counselling services and voluntary and community organisations.	Number of adult numeracy courses run in a local area through Multiply	TBC	TBC	TBC				£0.00
8	Courses designed to help people use numeracy to manage their money.	We predict courses will be delivered online as well as face to face in small groups with a range of guided learning hours, some examples include: •Finance and debt management technique courses @ 12 GLH •Courses designed collaboratively to develop financial literacy skills and money management @ 30 GLH •Shopping to a budget @ 4 GLH •Managing energy & household bills @ 4 GLH •Effective personal budget planning @ 4 GLH •Tailored 121 applied budget management techniques @ 3-5 GLH	Number of people participating in Multiply funded courses	350	450	450	£100,000	£150,000	£150,000	£400,000.00
9	Courses designed to help people use numeracy to manage their money.	See above	Number of people achieving a qualification	TBC	TBC	TBC				£0.00
10	Courses designed to help people use numeracy to manage their money.	See above	Number of courses developed in collaboration with employers	TBC	TBC	TBC				£0.00
11	Courses designed to help people use numeracy to manage their money.	See above	Number of people referred from partners onto upskill courses	TBC	TBC	TBC				£0.00
12	Courses designed to help people use numeracy to manage their money.	See above	Number of different cohorts participating in numeracy courses (e.g. learners in prison, parents etc)	TBC	TBC	TBC				£0.00
13	Innovative numeracy programmes delivered together with employers – including courses designed to cover specific numeracy skills required in the workplace	A potential offer of courses aimed at adult aged 19+ which have been developed in conjunction with employers to support recruitment and career progression and sector specific numeracy issues.  The benefits of Multiply and the local provision will be promoted both corporately and at provider level this could include both traditional and digital methods of promotion.  Touchpoints could include but are not limited to The Department of Work and Pensions, employers, including those with skill/recruitment shortages in sectors such as retail, Warehousing and Manufacturing, Distribution and Health and Social Care.	Number of adult numeracy courses run in a local area through Multiply	TBC	TBC	TBC				£0.00

14	Innovative numeracy programmes delivered together with employers – including courses designed to cover specific numeracy skills required in the workplace	We envisage courses will be delivered online and face to face with a mix of small groups and 121 sessions with a range of guided learning hours, some examples include: <ul style="list-style-type: none"> <li>•Supporting businesses to become greener and sustainable, understanding how to reduce their carbon footprint @ 6 GLH</li> <li>•Using social media to promote your business @ 6 GLH</li> <li>•Basic numeracy in business courses covering areas such as budgeting, cashflow forecasts, profit/loss, role related numeracy etc @ 12 GLH.</li> <li>•Tailored provision ranging from short one-off sessions @ 3 GLH (skills deficits) to weekly sessions up to 18 GLH</li> <li>•Numeracy focused sector work academy programmes designed in partnership with employers to focus on level 2 numeracy achievements through embedded, sector-based learning activities @ 75 GLH</li> </ul>	Number of people participating in Multiply funded courses	200	250	275	£125,000	£150,000	£175,000	£450,000.00
15	Innovative numeracy programmes delivered together with employers – including courses designed to cover specific numeracy skills required in the workplace	See above	Number of people achieving a qualification	TBC	TBC	TBC				£0.00
16	Innovative numeracy programmes delivered together with employers – including courses designed to cover specific numeracy skills required in the workplace	See above	Number of courses developed in collaboration with employers	TBC	TBC	TBC				£0.00
17	Innovative numeracy programmes delivered together with employers – including courses designed to cover specific numeracy skills required in the workplace	See above	Number of people referred from partners onto upskill courses	TBC	TBC	TBC				£0.00
18	Innovative numeracy programmes delivered together with employers – including courses designed to cover specific numeracy skills required in the workplace	See above	Number of different cohorts participating in numeracy courses (e.g. learners in prison, parents etc)	TBC	TBC	TBC				£0.00
19	Courses aimed at people who can't apply for certain jobs because of lack of numeracy skills and/or to encourage people to upskill in numeracy order to access a certain job/career	An indicative offer of courses aimed at adults aged 19+ who can't apply for certain jobs because of their lack of numeracy skill and/or to encourage people to upskill in order to access certain jobs/career. The benefits of Multiply and the local provision will be promoted both corporately and at provider level this could include both traditional and digital methods of promotion.  Touchpoints could include but are not limited to a network of public, private and third sector partners across Staffordshire to help reach those most in need of improved numeracy skills. Networks include job centres, social housing associations, voluntary and community organisations.	Number of adult numeracy courses run in a local area through Multiply	TBC	TBC	TBC				£0.00
	Courses aimed at people who can't apply for certain jobs because of lack of numeracy skills and/or to encourage people to upskill in numeracy order to access a certain job/career	We predict courses will be delivered online and face to face with a mix of small groups and 121 sessions with a range of guided learning hours some examples include: <ul style="list-style-type: none"> <li>•Functional maths skills aimed at upskilling employees and local employers; focused on the individual needs and based on specific requirements for the sector of employment they are seeking @ 12 GLH</li> <li>•Supporting individuals wishing to become self-employed with mathematical skills to develop their business plans, including use of spreadsheets, calculations and business ratio's @ 30 GLH.</li> <li>•Numeracy made easy (with a view to progression to functional skills qualifications) aimed at people looking to upskill and gain confidence.</li> <li>•Delivery of basic numeracy skills aimed at helping learners to access direct employment in specified skills shortage sectors such as logistics and warehousing. 20 GLH</li> </ul>	Number of people participating in Multiply funded courses	175	220	220	£150,000	£150,000	£150,000	£450,000.00
	Courses aimed at people who can't apply for certain jobs because of lack of numeracy skills and/or to encourage people to upskill in numeracy order to access a certain job/career	See above	Number of people achieving a qualification	TBC	TBC	TBC				£0.00
	Courses aimed at people who can't apply for certain jobs because of lack of numeracy skills and/or to encourage people to upskill in numeracy order to access a certain job/career	See above	Number of courses developed in collaboration with employers	TBC	TBC	TBC				£0.00
	Courses aimed at people who can't apply for certain jobs because of lack of numeracy skills and/or to encourage people to upskill in numeracy order to access a certain job/career	See above	Number of people referred from partners onto upskill courses	TBC	TBC	TBC				£0.00
	Courses aimed at people who can't apply for certain jobs because of lack of numeracy skills and/or to encourage people to upskill in numeracy order to access a certain job/career	See above	Number of different cohorts participating in numeracy courses (e.g. learners in prison, parents etc)	TBC	TBC	TBC				£0.00
	New intensive and flexible numeracy courses targeted at people without Level 2 maths, leading to a Functional Skills Qualification	Intensive courses aimed at adults aged 19+ who have not achieved a level 2 maths qualification and would like support to achieve a functional skills qualification.  The benefits of Multiply and the local provision will be promoted both corporately and at provider level this could include both traditional and digital methods of promotion.  Touchpoints could include but are not limited to job centre plus and employers across Staffordshire.	Number of adult numeracy courses run in a local area through Multiply	TBC	TBC	TBC				£0.00
	New intensive and flexible numeracy courses targeted at people without Level 2 maths, leading to a Functional Skills Qualification	We envisage courses will be delivered online and face to face with a mix of small groups and 121 sessions with a range of guided learning hours some examples include: <ul style="list-style-type: none"> <li>•Tailored courses aimed at unemployed people who require specific numeracy skills in order to access further vocational training (WAP/Apps) or a formal maths qualification @ 20 GLH.</li> <li>•Entry level maths skills focused on national standard adult numeracy to support the principles of maths @ 20GLH</li> <li>•Stepping stones in functional skills level 2 with the offer of level 1 and level 2 qualifications where necessary @ 36-45 GLH aimed at upskilling employees and local employers.</li> </ul>	Number of people participating in Multiply funded courses	175	225	225	£150,000	£200,000	£200,000	£550,000.00

	New intensive and flexible numeracy courses targeted at people without Level 2 maths, leading to a Functional Skills Qualification	See above	Number of people achieving a qualification	TBC	TBC	TBC					£0.00
	New intensive and flexible numeracy courses targeted at people without Level 2 maths, leading to a Functional Skills Qualification	See above	Number of courses developed in collaboration with employers	TBC	TBC	TBC					£0.00
	New intensive and flexible numeracy courses targeted at people without Level 2 maths, leading to a Functional Skills Qualification	See above	Number of people referred from partners onto upskill courses	TBC	TBC	TBC					£0.00
	New intensive and flexible numeracy courses targeted at people without Level 2 maths, leading to a Functional Skills Qualification	See above	Number of different cohorts participating in numeracy courses (e.g. learners in prison, parents etc)	TBC	TBC	TBC					£0.00
	Courses for parents wanting to increase their numeracy skills in order to help their children, and help with their own progression	An indicative offer of courses aimed adults aged 19+ who are parents, grandparents and/or carers needing to learn, recap and update on maths skills to support family learning and the development of skills in their children.  The benefits of Multiply and the local provision will be promoted both corporately and at provider level this could include both traditional and digital methods of promotion.  Touchpoints could include but are not limited to local schools, third sector organisations such as learning difficulties charities supporting adults, GP surgeries and other local community groups.	Number of adult numeracy courses run in a local area through Multiply	TBC	TBC	TBC					£0.00
	Courses for parents wanting to increase their numeracy skills in order to help their children, and help with their own progression	We anticipate courses will be delivered online and face to face in small groups with a range of guided learning hours some examples include: •Non accredited courses developed in liaison with local schools to develop/deliver maths engagement activities to increase maths skills and strengthen homework support @ 12 GLH. •Non accredited Numeracy refresher courses for parents to support children with maths @ 24 GLH. •Intensive courses aimed at key maths skills in line with the learner cohorts' children's age groups. Recapping and updating parents and other carers on selected key areas of maths and current methodology/processes in line with children's learning stages @ 12 GLH. •Working in collaboration with schools to run numeracy sessions to support and develop parents' numeracy skills and understanding. This in turn will better prepare them to support their child's development; delivered in bitesize chunks that map to KS2, 3 & 4 mathematics @ 1 GLH.	Number of people participating in Multiply funded courses	150	200	200	£100,000	£125,000	£125,000		£350,000.00
	Courses for parents wanting to increase their numeracy skills in order to help their children, and help with their own progression	See above	Number of people achieving a qualification	TBC	TBC	TBC					£0.00
	Courses for parents wanting to increase their numeracy skills in order to help their children, and help with their own progression	See above	Number of courses developed in collaboration with employers	TBC	TBC	TBC					£0.00
	Courses for parents wanting to increase their numeracy skills in order to help their children, and help with their own progression	See above	Number of people referred from partners onto upskill courses	TBC	TBC	TBC					£0.00
	Courses for parents wanting to increase their numeracy skills in order to help their children, and help with their own progression	See above	Number of different cohorts participating in numeracy courses (e.g. learners in prison, parents etc)	TBC	TBC	TBC					£0.00
	Numeracy courses aimed at prisoners, those recently released from prison or on temporary licence	An indicative offer of courses aimed at adults aged 19+ who are ex-offenders from Staffordshire Prisons.  The benefits of Multiply and the local provision will be promoted both corporately and at provider level this could include both traditional and digital methods of promotion.  Touchpoints could include but are not limited to the Staffordshire prisons, job centres, probation services.	Number of adult numeracy courses run in a local area through Multiply	TBC	TBC	TBC					£0.00
	Numeracy courses aimed at prisoners, those recently released from prison or on temporary licence	We foresee courses will be delivered face to face, an example includes: •Supporting the delivery of Numeracy learning to prisoners through IAG and Peer Mentoring Networks to rekindle lost practices. Delivered flexibly around the constraints of the prison and not duplicating the prison education regime.	Number of people participating in Multiply funded courses	0	50	50	£0	£32,500	£32,500		£65,000.00
	Numeracy courses aimed at prisoners, those recently released from prison or on temporary licence	See above	Number of people achieving a qualification	TBC	TBC	TBC					£0.00
	Numeracy courses aimed at prisoners, those recently released from prison or on temporary licence	See above	Number of courses developed in collaboration with employers	TBC	TBC	TBC					£0.00
	Numeracy courses aimed at prisoners, those recently released from prison or on temporary licence	See above	Number of people referred from partners onto upskill courses	TBC	TBC	TBC					£0.00
	Numeracy courses aimed at prisoners, those recently released from prison or on temporary licence	See above	Number of different cohorts participating in numeracy courses (e.g. learners in prison, parents etc)	TBC	TBC	TBC					£0.00
	Numeracy courses aimed at those 19 or over that are leaving, or have just left, the care system	An indicative offer of courses aimed adults aged 19+ who have left or leaving the care system with low mathematics skills impairing life chances.  The benefits of Multiply and the local provision will be promoted both corporately and at provider level this could include traditional and digital methods of promotion. Touchpoints could include but are not limited to local authorities, Department of Work and Pensions and local community groups.	Number of adult numeracy courses run in a local area through Multiply	TBC	TBC	TBC					£0.00

	Numeracy courses aimed at those 19 or over that are leaving, or have just left, the care system	We anticipate courses will be delivered online and face to face in small groups with a range of guided learning hours some examples include: •Courses focused on everyday maths looking at Financial and workplace maths @ 10-12 GLH (Non-accredited) and up to 36 GLH (Accredited). •Bitesize, practical budgeting which supports care leavers in establishing financial independence, modules looking at financial and budgeting awareness @ 5-7 GLH •Themed learning looking at areas such as cookery on a budget, grow your own on a budget, personal budget and comparison websites @ 2-10 GLHs	Number of people participating in Multiply funded courses	50	70	70	£75,000	£100,000	£100,000	£275,000.00	
	Numeracy courses aimed at those 19 or over that are leaving, or have just left, the care system	See above	Number of people achieving a qualification	TBC	TBC	TBC				£0.00	
	Numeracy courses aimed at those 19 or over that are leaving, or have just left, the care system	See above	Number of courses developed in collaboration with employers	TBC	TBC	TBC				£0.00	
	Numeracy courses aimed at those 19 or over that are leaving, or have just left, the care system	See above	Number of people referred from partners onto upskill courses	TBC	TBC	TBC				£0.00	
	Numeracy courses aimed at those 19 or over that are leaving, or have just left, the care system	See above	Number of different cohorts participating in numeracy courses (e.g. learners in prison, parents etc)	TBC	TBC	TBC				£0.00	
	Numeracy activities, courses or provision developed in partnership with community organisations and other partners aimed at engaging the hardest to reach learners	An indicative offer of courses aimed adults aged 19+ who are distanced from the labour market and mainstream education. The benefits of Multiply and the local provision will be promoted both corporately and at provider level this could include traditional and digital methods of promotion.  Touchpoints could include but are not limited to a network of public, private and third sector partners across Staffordshire to help reach those most in need of improved numeracy skills. Networks include job centres, social housing associations, voluntary and community organisations.	Number of adult numeracy courses run in a local area through Multiply	TBC	TBC	TBC				£0.00	
	Numeracy activities, courses or provision developed in partnership with community organisations and other partners aimed at engaging the hardest to reach learners	We envisage courses will be delivered online and face to face with a mix of small groups and 121 sessions some examples include: •Numeracy courses aimed at those aged 19-25 at risk of becoming NEET (Not in Education, Employment or Training) @ 12 GLH. •Flexible courses adapted to learners needs to help individuals counter the fear of classroom environment and develop learner's competency in numeracy predominately aimed at those with dyscalculia @12 GLH.	Number of people participating in Multiply funded courses	250	350	350	£189,743	£217,588	£192,588	£599,917.94	
	Numeracy activities, courses or provision developed in partnership with community organisations and other partners aimed at engaging the hardest to reach learners	See above	Number of people achieving a qualification	TBC	TBC	TBC				£0.00	
	Numeracy activities, courses or provision developed in partnership with community organisations and other partners aimed at engaging the hardest to reach learners	See above	Number of courses developed in collaboration with employers	TBC	TBC	TBC				£0.00	
	Numeracy activities, courses or provision developed in partnership with community organisations and other partners aimed at engaging the hardest to reach learners	See above	Number of people referred from partners onto upskill courses	TBC	TBC	TBC				£0.00	
	Numeracy activities, courses or provision developed in partnership with community organisations and other partners aimed at engaging the hardest to reach learners	See above	Number of different cohorts participating in numeracy courses (e.g. learners in prison, parents etc)	TBC	TBC	TBC				£0.00	
	Additional relevant maths modules embedded into other vocational courses	An indicative offer of courses enhancing existing vocational programmes to include numeracy elements aimed at adults aged 19+.  The benefits of Multiply and the local provision will be promoted both corporately and at provider level this could include traditional and digital methods of promotion.  Touchpoints could include but are not limited to local higher education providers, employers and community groups.	Number of adult numeracy courses run in a local area through Multiply	TBC	TBC	TBC				£0.00	
	Additional relevant maths modules embedded into other vocational courses	We predict courses will be delivered online as well as face to face in small groups with a range of guided learning hours some examples include: •Courses targeting learners who have been identified as at risk of disengagement through initial assessment @ 36 GLH •Maths integrated into the study skills modules upskilling of unemployed and employee progression/career advice preparing for level 2 and 3 programmes @ 20-30 GLH	Number of people participating in Multiply funded courses	100	100	100	£50,000	£40,000	£40,000	£130,000.00	
	Additional relevant maths modules embedded into other vocational courses	See above	Number of people achieving a qualification	TBC	TBC	TBC				£0.00	
	Additional relevant maths modules embedded into other vocational courses	See above	Number of courses developed in collaboration with employers	TBC	TBC	TBC				£0.00	
	Additional relevant maths modules embedded into other vocational courses	See above	Number of people referred from partners onto upskill courses	TBC	TBC	TBC				£0.00	
	Additional relevant maths modules embedded into other vocational courses	See above	Number of different cohorts participating in numeracy courses (e.g. learners in prison, parents etc)	TBC	TBC	TBC				£0.00	
... Add rows as required											
<b>Any off-menu provision</b>	Off-menu intervention	<i>Is there any provision that does not fit the menu of interventions? Please provide a description. You will be asked to provide a rationale in question 3. <b>No off the menu interventions identified</b></i>									
<b>Un-allocated</b>	<i>Are there any remaining funds that are unlikely to be spent? No</i>							£0	£0	£0	£0.00
<b>Admin</b>	<i>Please include a breakdown of your required administrative expenditure across Year 1-3 (up to a maximum 10% of the total spend in that year). Please note the % admin allowance is subject to review before Y2 &amp; Y3 payments. If you do not think you can spend your full provisional allocation we expect that you will consider the</i>							£126,638.07	£146,120.85	£146,120.85	£418,879.77
<b>Total</b>								<b>£1,266,380.71</b>	<b>£1,461,208.50</b>	<b>£1,461,208.50</b>	<b>£4,188,797.71</b>



# Community Impact Assessment

## Multiply Programme

Author: Amanda Darlington

Date Monday, 12 September 2022

➤ **Equality Assessment**

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
<p>Page 128</p> <p><b>Age</b> - older and younger people</p>	<p>All adults 19+ are eligible to engage in Multiply provision. All people will benefit from engagement and participation.</p>	<p>Some individuals may find the provision less accessible.</p>	<p>Undertake market engagement to ensure the provision is inclusive and accessible, including ensuring those from underrepresented groups are encouraged and supported to participate. The Expressions of Interests and Application process will demonstrate how each supplier has considered the equalities impact, the relevant affected groups, based upon protected characteristics and any measures it proposes in response to these impacts. Appoint suppliers of services who have well qualified teaching staff to ensure learners with protective characteristics are just as likely to achieve outcomes as other learners.</p>
<p><b>Disability</b> - 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>All adults 19+ are eligible to engage in Multiply provision. All people will benefit</p>	<p>Some individuals may find the provision less accessible.</p>	<p>Undertake market engagement to ensure the provision is inclusive and accessible, including ensuring those from underrepresented groups are</p>

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
	<p>from engagement and participation.</p>		<p>encouraged and supported to participate. The Expressions of Interests and Application process will demonstrate how each supplier has considered the equalities impact, the relevant affected groups, based upon protected characteristics and any measures it proposes in response to these impacts. Appoint suppliers of services who have well qualified teaching staff to ensure learners with protective characteristics are just as likely to achieve outcomes as other learners.</p>
<p><b>Gender reassignment</b> - those people in the process of transitioning from one sex to another</p>	<p>All adults 19+ are eligible to engage in Multiply provision. All people will benefit from engagement and participation.</p>	<p>Some individuals may find the provision less accessible.</p>	<p>Undertake market engagement to ensure the provision is inclusive and accessible, including ensuring those from underrepresented groups are encouraged and supported to participate. The Expressions of Interests and Application process will demonstrate how each supplier has considered the equalities impact, the relevant affected groups, based upon protected characteristics and any measures it proposes in response to these impacts. Appoint suppliers of services who have</p>

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
			<p><b>well qualified teaching staff to ensure learners with protective characteristics are just as likely to achieve outcomes as other learners.</b></p>
<p><b>Marriage &amp; Civil Partnership</b> - people who are married or in a civil partnership should not be treated differently at work</p>	<p><b>All adults 19+ are eligible to engage in Multiply provision. All people will benefit from engagement and participation.</b></p>	<p><b>Some individuals may find the provision less accessible.</b></p>	<p><b>Undertake market engagement to ensure the provision is inclusive and accessible, including ensuring those from underrepresented groups are encouraged and supported to participate. The Expressions of Interests and Application process will demonstrate how each supplier has considered the equalities impact, the relevant affected groups, based upon protected characteristics and any measures it proposes in response to these impacts. Appoint suppliers of services who have well qualified teaching staff to ensure learners with protective characteristics are just as likely to achieve outcomes as other learners.</b></p>
<p><b>Pregnancy &amp; Maternity</b> - women who are pregnant or who have recently had a baby, including breast feeding mothers</p>	<p><b>All adults 19+ are eligible to engage in Multiply provision. All people will benefit</b></p>	<p><b>Some individuals may find the provision less accessible.</b></p>	<p><b>Undertake market engagement to ensure the provision is inclusive and accessible, including ensuring those from underrepresented groups are</b></p>

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
	<p>from engagement and participation.</p>		<p>encouraged and supported to participate. The Expressions of Interests and Application process will demonstrate how each supplier has considered the equalities impact, the relevant affected groups, based upon protected characteristics and any measures it proposes in response to these impacts. Appoint suppliers of services who have well qualified teaching staff to ensure learners with protective characteristics are just as likely to achieve outcomes as other learners.</p>
<p><b>Race</b> - people defined by their race, colour, and nationality (including citizenship) ethnic or national origins</p>	<p>All adults 19+ are eligible to engage in Multiply provision. All people will benefit from engagement and participation.</p>	<p>Some individuals may find the provision less accessible.</p>	<p>Undertake market engagement to ensure the provision is inclusive and accessible, including ensuring those from underrepresented groups are encouraged and supported to participate. The Expressions of Interests and Application process will demonstrate how each supplier has considered the equalities impact, the relevant affected groups, based upon protected characteristics and any measures it proposes in response to these impacts. Appoint suppliers of services who have</p>

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
			<p><b>well qualified teaching staff to ensure learners with protective characteristics are just as likely to achieve outcomes as other learners.</b></p>
<p><b>Religion or Belief</b> - people with any religious or philosophical belief, including a lack of belief. A belief should affect a person's life choices or the way they live for it to be considered</p>	<p><b>All adults 19+ are eligible to engage in Multiply provision. All people will benefit from engagement and participation.</b></p>	<p><b>Some individuals may find the provision less accessible.</b></p>	<p><b>Undertake market engagement to ensure the provision is inclusive and accessible, including ensuring those from underrepresented groups are encouraged and supported to participate. The Expressions of Interests and Application process will demonstrate how each supplier has considered the equalities impact, the relevant affected groups, based upon protected characteristics and any measures it proposes in response to these impacts. Appoint suppliers of services who have well qualified teaching staff to ensure learners with protective characteristics are just as likely to achieve outcomes as other learners.</b></p>
<p><b>Sex</b> - men or women</p>	<p><b>All adults 19+ are eligible to engage in Multiply provision. All people will benefit</b></p>	<p><b>Some individuals may find the provision less accessible.</b></p>	<p><b>Undertake market engagement to ensure the provision is inclusive and accessible, including ensuring those from underrepresented groups are</b></p>

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
	<p>from engagement and participation.</p>		<p>encouraged and supported to participate. The Expressions of Interests and Application process will demonstrate how each supplier has considered the equalities impact, the relevant affected groups, based upon protected characteristics and any measures it proposes in response to these impacts. Appoint suppliers of services who have well qualified teaching staff to ensure learners with protective characteristics are just as likely to achieve outcomes as other learners.</p>
<p><b>Sexual orientation</b> - whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes</p>	<p>All adults 19+ are eligible to engage in Multiply provision. All people will benefit from engagement and participation.</p>	<p>Some individuals may find the provision less accessible.</p>	<p>Undertake market engagement to ensure the provision is inclusive and accessible, including ensuring those from underrepresented groups are encouraged and supported to participate. The Expressions of Interests and Application process will demonstrate how each supplier has considered the equalities impact, the relevant affected groups, based upon protected characteristics and any measures it proposes in response to these impacts. Appoint suppliers of services who have</p>

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
			<b>well qualified teaching staff to ensure learners with protective characteristics are just as likely to achieve outcomes as other learners.</b>

➤ **Health and Care Assessment**

Key considerations	Benefits	Risks	Mitigations / Recommendations
<b>Improved health &amp; Wellbeing</b>	<b>Multiply provision supports people to engage in learning to develop their personal confidence and improve their wellbeing.</b>	<b>Increase in health related issues.</b>	<b>Healthy lifestyles are encouraged through course content.</b>

➤ **Communities Assessment**

Key consideration	Benefits	Risks	Mitigations / Recommendations
<p><b>Multiply provision is delivered across the eight districts of Staffordshire.</b></p>	<p><b>Targeted provision delivered in areas of need across districts.</b></p> <p><b>Provision delivered online and within venues with digital equipment, ie, libraries</b></p> <p><b>Bitesize provision</b></p>	<p><b>Lack of Public transport</b></p>	<p><b>Positively promote applications for the identified districts.</b></p> <p><b>Continue regular dialogue with Strategic Delivery Managers to ensure timely identification of key issues and to ensure providers of services are well placed to meet the dynamics and demographics of districts.</b></p> <p><b>Use local knowledge of Elected members to understand need and promote Multiply provision.</b></p> <p><b>Ensure provision is delivered on public transport routes – with consideration to rural communities.</b></p>

Key consideration	Benefits	Risks	Mitigations / Recommendations

➤ **Economic Assessment**

Key consideration	Benefits	Risks	Mitigations / Recommendations
Developing skills and qualifications	<p>Residents will develop skills for everyday life and achieve qualifications that enable them to access better jobs.</p> <p>Provision raising aspirations for individuals and families.</p>	<p>A break in delivery at the end of the Multiply programme.</p> <p>Procurement not attracting suppliers of service across all districts.</p>	<p>Align provision with strategic priorities, specifically those for health, wellbeing, employment and skills plans.</p> <p>Providing clear pathways for progression to improve skills and aligned to each district priorities and needs.</p> <p>Provide accessible low-level learning leading to formal higher-level learning, with clear links to Functional Skills Qualifications.</p> <p>Information, Advice and Guidance to ensure learners are prepared for progression to further</p>

Key consideration	Benefits	Risks	Mitigations / Recommendations
			<b>learning, employment and volunteering.</b>

➤ **Climate Change Assessment**

Key considerations	Benefits	Risks	Mitigations / Recommendations
Page 137 <b>Contribute to the climate change agenda</b>	<b>Sharing and raising awareness of Climate Change and the Councils Priorities: Carbon Reduction, Air Quality, Natural Environment, Waste and Behavioural Change with learners/residents.</b>  <b>Sharing the UN Sustainable Development goals through Education for Sustainable Development (ESD) so</b>	<b>None identified</b>	<b>Online and hybrid delivery of programmes reducing travel. Deliver elements of Sustainability within maths provision (where appropriate).</b>  <b>Timetable provision so learners can utilise public transport and/or Active travel, ie, walking and cycling – contributing to improved health and physical fitness.</b>

Key considerations	Benefits	Risks	Mitigations / Recommendations
	<p><b>learners can make informed choices</b></p> <p><b>Links to green jobs</b></p>		

➤ **Environment Assessment**

Key considerations	Benefits	Risks	Mitigations / Recommendations
<p><b>Learning taking place across the county.</b></p>	<p><b>Giving learners the opportunity to participate in their natural environment and local communities</b></p>	<p><b>Transport to and from venues</b></p>	<p><b>Utilise providers with minibus facilities and/or public transport. Use green spaces and venues on public transport routes.</b></p>

## **Cabinet – 21 September 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 for 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 Communities and Culture	In approving the disposal of items from the Staffordshire County Museum collection.
Cabinet Member for Highways and Transport	<p>In agreeing:</p> <p>(a) To follow the Department for Transport (DfT) guidance issued to Local Transport Authorities to transition English National Travel Concession Scheme (ENTCS) payments between the 1 October 2022 and 5 April 2023.</p> <p>(b) To use previously allocated DfT grant monies to stabilise the bus network from September 2022 onwards, noting that whilst additional short-term financial support for the bus industry has been recently announced by the Government, it is anticipated that additional local financial support will be required to provide stability over the next 12 months.</p>

#### **Report author:**

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

**List of Background Papers** - Cabinet Members Delegated Decision Nos. 544 and 545.



**FORWARD PLAN OF KEY DECISIONS**  
**Period: 19 October 2022 - 15 February 2023**

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**  
**Deputy Chief Executive Director of Corporate Services**

**Forward Plan of Key Decisions**  
**Period: 19 October 2022 - 15 February 2023**

**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	Consultation	Contact Officer
October 2022	Public	<p><b>Award approval for the Framework Agreement the Provision and Installation of PVC-U Windows, Aluminium Doors and Ancillary Work – Non-Domestic (Cabinet Member for Commercial Matters (Mark Deaville))</b></p> <p>The objective of the report is to establish approval to proceed with the procurement of a framework agreement for the provision and Installation of PVC-U Windows, Aluminium Doors and Ancillary Work – Non-Domestic. (the "Framework Agreement")</p>	None at this stage	<p>Ian Turner (Tel: 01785 277228) <b>Service Area:</b> Commercial &amp; Assets</p>
October 2022	Public	<p><b>Nexus Trading Services Limited - Annual Report 21/22 (Cabinet Member for Commercial Matters (Mark Deaville))</b></p> <p>Update on the activities and performance of the LATC for the 21/22 financial year.</p>	None	<p>Dr Richard Harling MBE (Tel: 01785 278700) <b>Service Area:</b> Adult Social Care</p>

October 2022	Public	<p><b>Integrated Performance Report - Quarter 2, 2022/23 (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 (Tel: 07855 679112) <b>Service Area:</b> Corporate Services</p>
October 2022	Public	<p><b>High Needs Capital Funding 2022-24 (Cabinet Member for Education (and SEND) (Jonathan Price))</b></p> <p>In October 2021, the government announced it will invest £2.6bn between 2022 and 2025 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 who require alternative provision. The aim of the funding is to meet the capital costs associated with providing new places and improving existing provision, for: -Children and young people with complex needs, who have Education, Health and Care plans (EHCPs), and where appropriate other children and young people with SEND who do not have an EHCP; - Pupils who require alternative provision (including children in Alternative Provision settings without an EHCP). -Funding is predominantly intended for school aged children, but Local Authorities can spend it across the 0-25 age range, including in special post-16 institutions or other further education (FE) settings. The funding is intended to address the need for places in academic years 2023/24 and 2024/25, but it is not time-bound. Staffordshire County Council is proposing to use this capital investment to support the Vision and Priorities outlined in the Staffordshire Special Educational Needs and Disabilities (SEND) Strategy 2021-2026 The SEND Strategy Vision is: "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</p>	Consultation closing date 1st Aug	<p>Tim Moss (Tel: 01785 277963) <b>Service Area:</b> Wellbeing &amp; Partnerships</p>

		parents/carers, the community and the professionals that work with them to make this happen.” Key areas of focus within the strategy are: - Children and young people are given the opportunity to be educated in their local mainstream education setting whenever it can meet their needs - Wherever possible children will access education placements that are close to home to help develop friendships in their local community and promote independent travel. - Staffordshire County Council is therefore proposing to use the High Needs Provision Capital Allocation funding on projects which will increase: 1/ Access to mainstream placements for children and young people with high needs (who might otherwise require more specialist provision) with the development of resource bases. 2/ The local availability of high needs places to help reduce the requirement for out of area placements/placements at independent special schools.		
October 2022	Public	<b>Recommissioning of the Domestic Abuse Contract (Cabinet Member for Communities and Culture (Victoria Wilson))</b> Approval is requested for continued funding to recommission Domestic Abuse services. it is intended to jointly commission the service with Staffordshire Commissioners office and Stoke upon Trent City Council.	None	Catherine Mann (Tel: 01785 278320) <b>Service Area:</b> Community Safety
October 2022	Public	<b>Final Recommendations for the Future Commissioning Arrangements for Supported Living Services in Staffordshire (Cabinet Member for Health and Care (Julia Jessel))</b> Final Recommendations for the Future Commissioning Model for Supported Living Services in Staffordshire following engagement with all stakeholders as decided at the Cabinet meeting held on the 19th January 2022.	All stakeholders - care and support providers, housing providers, district and borough councils, individuals who	Andrew Jepps (Tel: 01785 278557) <b>Service Area:</b> Health and Care

			live in supported living services, family members and carers of individuals that live in supported living services, internal SCC teams and all social work teams (LD, MH and PD)	
October 2022	Public	<b>Early Help Strategy (Cabinet Member for Children and Young People (Mark Sutton))</b> Review of the partnership Early Help Strategy 2022-2027.	Relevant stakeholders have been consulted to inform the strategy.	Natasha Moody (Tel: 07976191079) <b>Service Area:</b> Wellbeing and Partnerships
October 2022	Private	<b>Family Hub Model (Cabinet Member for Children and Young People (Mark Sutton))</b> To scrutinise and review the proposed Family Hub model and offer constructive feedback on the proposed model.	N/A	Natasha Moody (Tel: 07976191079) <b>Service Area:</b> Wellbeing and Partnerships
November 2022	Public	<b>Climate Change Action Plan and Climate Change Annual Report (Cabinet Member for Environment, Infrastructure and Climate Change (Simon Tagg))</b> Climate change action plan and climate change annual report	None at the moment	Clive Thomson (Tel: 01785 276522) <b>Service Area:</b> Sustainability and Waste

December 2022	Public	<p><b>Review of Business Case for the Development of Council Owned Older People's Nursing Homes (Cabinet Member for Health and Care (Julia Jessel))</b></p> <p>Prior to the pandemic Cabinet took the decision in September 2019 to approve the development of two new Council owned nursing care homes, one in Stafford and one in South Staffordshire providing at least 120 additional care home placements. Due to the significant impact the pandemic has had on the care home marketplace and the government's intentions from the social care white paper the Council will re-evaluate the need for additional nursing capacity and review the initial decision made in 2019 to determine whether to proceed.</p>	NA	Helen Trousdale (Tel: 01785 277008) <b>Service Area:</b> Health and Care
December 2022	Public	<p><b>Homes for Ukraine (Cabinet Member for Communities and Culture (Victoria Wilson))</b></p> <p>This report will provide an overview on the Homes for Ukraine Scheme locally and our plan to ensure guests have the support required to reside in Staffordshire</p>	None	Natasha Moody (Tel: 07976191079) <b>Service Area:</b> Children's Wellbeing and Partnerships
December 2022	Public	<p><b>Strategic Plan and Medium Term Financial Strategy 2023 - 2028 (Cabinet Member for Finance and Resources (Ian Parry))</b></p> <p>To update Cabinet with progress on the Strategic Plan and Medium Term Financial Strategy.</p>	Any specific consultation, if appropriate, will be determined by the nature of any issues raised in the Strategic Plan and Medium Term Financial Strategy	Rachel Spain (Tel: 01785 854455) <b>Service Area:</b> Finance

January 2023	Public	<p><b>Strategic Plan and Medium Term Financial Strategy 2023 - 2028 (Cabinet Member for Finance and Resources (Ian Parry))</b></p> <p>To update Cabinet with progress on the Strategic Plan and Medium Term Financial Strategy.</p>	Any specific consultation, if appropriate, will be determined by the nature of any issues raised in the Strategic Plan and Medium Term Financial Strategy.	Rachel Spain (Tel: 01785 854455) <b>Service Area:</b> Finance
February 2023	Public	<p><b>Integrated Performance Report - Quarter 3, 2022/23 (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	Kerry Dove (Tel: 07855 679112) <b>Service Area:</b> Corporate Services



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