

Prosperous Overview and Scrutiny Committee

Thursday 26 May 2022

10:00

Oak Room, County Buildings, Stafford

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

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

John Tradewell
Director of Corporate Services
18 May 2022

A G E N D A

1. **Apologies**
2. **Declarations of Interest**
3. **Minutes of meeting held on 14 April 2022** (Pages 1 - 8)
4. **Rural Economic Strategy** (Pages 9 - 104)
Report of Deputy Leader and Cabinet Member for Economy and Skills
5. **Developing the Work Programme** (Pages 105 - 138)
Report of Scrutiny Support Officer
6. **Date of Next Meeting - Wednesday 15 June 2022 at 2.00 pm, County Buildings, Stafford**
7. **Exclusion of the Public**

The Chairman to move:-

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

Part Two

(All reports in this section are exempt)

nil

Membership

| | |
|---|--------------------------|
| Tina Clements (Chairman) | Ian Lawson |
| Mike Deakin | Rev. Preb. M. Metcalf |
| Philippa Haden | Jessica Shulman |
| Philip Hudson | David Smith |
| Syed Hussain | Ross Ward (Vice-Chairman |
| Graham Hutton | (Scrutiny)) |
| Peter Kruskonjic (Vice-Chairman (Overview)) | Bernard Williams |

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

Minutes of the Prosperous Overview and Scrutiny Committee Meeting held on 14 April 2022

Present: Tina Clements (Chairman)

| Attendance | |
|-------------------|------------------|
| Philip Hudson | David Smith |
| Graham Hutton | Bernard Williams |

Apologies: Keith Flunder, Philippa Haden, Syed Hussain, Ian Lawson, Rev. Preb. M. Metcalf and Jessica Shulman

PART ONE

52. Declarations of Interest

There were no Declarations of Interest made.

53. Minutes of meeting held on 23 March 2022

RESOLVED – That the minutes of the meeting held on 23 March 2022 be confirmed and signed by the Chairman.

54. Digital Connectivity in Staffordshire

The Committee considered a report of the Cabinet Member for Environment Infrastructure and Climate Change updating them on the progress made in delivering Staffordshire’s Digital Infrastructure Strategic Framework (Schedule 1 to the signed minutes).

Members heard that a key priority of the County Council’s Strategic Plan was to improve digital connections and use digital technology to connect, inform and support Staffordshire’s residents. Specifically, their mission was to:- “Accelerate delivery of gigabit technologies, maximising the opportunities and benefits for the businesses and residents of Staffordshire to enable the growth of our digital economy”. Accordingly, a Digital Infrastructure Strategic Framework (DISF) was adopted in March 2021 setting out the following five key objectives:- “(i) To enable and accelerate delivery of gigabit capable technologies and infrastructure to provide full access; (ii) To maximise the opportunities and benefits of Fifth Generation Technology Standard (5G) across Staffordshire; (iii) To enable rural and digitally isolated communities where market intervention has failed; (iv) To enable the growth of the digital economy in Staffordshire

and; (v) Demonstrate the benefits of gigabit technology to business and communities.

The DISF set out a framework for delivery up to 2030 at which point it was hoped that 100% gigabit (or 1,000 Megabits per second (Mbs)) connectivity of all premises in the County would be achieved.

Various national and local initiatives were being supported/pursued by the Authority in order to achieve their ambitions with regard to digital connectivity. At a national level, the Council were participating in the Government's Project Gigabit which aimed to connect premises currently unserved with gigabit capable broadband by the commercial market. Consequently, 75 potential public sector GigaHubs including rural schools, doctor's surgeries, libraries etc in the County had been identified and work was underway in partnership with Midlands Engine to bring these into operation.

The County Council had worked with rural communities across Staffordshire to access the UK Gigabit Broadband Voucher Scheme which sought to provide immediate financial help to people experiencing slow broadband speeds in rural areas. As a result of their £1m investment (plus that of Central Government), 96.95% of all premises now had broadband connectivity and a further 1,238 sites were scheduled for connection before the programme was due to end.

At a local level, the Superfast Staffordshire Programme had been developed in partnership with Building Digital UK (BDUK) and Openreach to deliver Superfast Broadband across the County. Since its inception in 2012 approximately 83,400 premises had gained access to broadband internet connectivity with greater than 24 Mbs. In addition, coverage had increased from 65% in 2013 to 96.95% in March 2022 which meant that over 400,000 premises County-wide now had access to this service.

However, whilst the fibre deployment contracts phase of the programme was now complete it was estimated that approximately 7% or 30,000 premises in Staffordshire were still without access to superfast broadband and approximately 1.05% or 4,500 premises had connectivity below 10 Mbs. Furthermore, 1% of premises Countywide were designated Very-Hard-To-Reach (VHTR) owing to their rural proximity. Therefore, the County Council were investigating alternative technological solutions in order to reach these areas.

The County Council's investment in the Superfast programme was forecasted to return approximately £4m in gainshare funding of which £1.5 had already been received. Whilst £1.1m had been invested in the Rural Gigabit Voucher Scheme, it was recognised that enabling further

access to gigabit connectivity required continued shaping and influencing of the market for which additional investment was required.

During the full and wide-ranging discussion which ensued, Members gave detailed scrutiny to the progress made to date in meeting the ambitions set out in the Strategic Plan regarding digital connectivity, asking questions, seeking clarification and raising issues of concern as necessary including:- (i) the options available to the Authority in an attempt to persuade network operators to connect to 'VHTR' premises; (ii) issues with connections to premises already served by broadband arising from the use of outdated copper based technology; (iii) the need to identify all Staffordshire premises without an adequate broadband connection and improve services as soon as possible; (iv) the need to use new, alternative technologies to achieve the Authority's ambition of 100% 5G coverage by 2030.

In conclusion, Members agreed that substantial progress had been made by the Authority in achieving their vision through the DISF. They were satisfied that steps were being taken in order to resolve current gaps in service provision and that these gaps only affected a relatively few locations in the County.

RESOLVED – (a) That the report be received and noted.

(b) That the progress made in delivering the County Council's Digital Infrastructure Strategic Framework be welcomed.

(c) That efforts to achieve 100% gigabit connectivity in Staffordshire by 2030 continue at pace.

(b) That a further update on the progress made with regard to Digital connectivity be brought to Committee in 12 months' time or sooner if required.

55. Highways Transformation Update

The Committee considered an oral report and PowerPoint presentation (slides attached at Appendix 1 to the signed minutes) of the Cabinet Member for Highways and Transport updating them on progress made with regard to the Highways Transformation programme.

During his presentation the Cabinet Member highlighted:- (i) his New Vision and Ambition for the service; (ii) the three key elements of the Programme ie Future Highways Delivery Model, Transforming Our Offer Now and Highways Investment Strategy; (iii) Programme Governance; (iv) Improvements to Date; (v) Where We are Now ie current performance benchmarked against other similar Highways Authorities;

(vi) Members' Operational Goals; (vii) the Council's Strategic Goals for the Highways Service; (viii) Rebalancing Highways Services; (ix) Highways Investment Strategy; (x) Extra Capital Investment 2022/23 (£15.5m); (xi) Extra Revenue Investment 2022/23; (xii) Transforming Our Offer Now; (xiii) Future Delivery Models-Options Longlist Analysis; (xiv) Shortlist Selection; (xv) Terms of Reference; (xvi) Future Delivery Models: Options Appraisal and; (xvii) Timescale.

During the full and wide-ranging discussion which ensued Members gave detailed scrutiny to the progress made to date and proposed future direction of the programme, asking questions, seeking clarification and raising concerns as necessary including:- (i) the need to improve the public's perception of the service wherever possible; (ii) the need for greater involvement of 'Local' Members in the operation of the service; (iii) the deficiencies of the online system currently provided for reporting Highway defects and the need to improve its customer focus and useability; (iv) the importance of benchmarking performance against value for money and customer satisfaction metrics; (v) the role of communication in managing expectations; (vi) inspection and monitoring performance of third party contractors; (v) 'pros' and 'cons' of the various potential future delivery models; (v) future traffic management strategies and the need to address problems caused by 'rat runs'; (vi) the need to target available budgets towards service improvement rather than bureaucracy and; (vii) potential opportunities for greater partnership working with Parish Councils in helping to maintain the highway network.

In conclusion, Members agreed that there was an urgent need to re-balance the Highways service by shifting away from the current risk-based model to one that prioritised and invested in customer need. They were mindful of the disadvantages of some of the models currently being considered for the re-configured service but expressed confidence in the processes being employed by the Cabinet Member for identifying the best option for Staffordshire.

RESOLVED – (a) That the report be received and noted.

(b) That satisfactory progress had been made to date in the Highways Transformation programme.

(b) That the various comments made by Members during the discussion be offered to the Cabinet Member for Highways and Transport in order to assist him in developing the Highways Transformation Programme further.

(c) That further updates on progress with regard to the Highways Transformation Programme be brought to the Committee, as necessary.

56. Spotlight Review - Sexual Harassment in Schools January 2022

The Committee considered a draft report of the Chairman of the Spotlight Review on Sexual Harassment in Schools following work by representatives of Safeguarding, Prosperous and Health and Care Overview and Scrutiny Committee's to examine the extent of sexual harassment in Staffordshire's schools (schedule 3 to the signed minutes).

County Councillors Ann Edgeller and Kath Perry were in attendance as Members of the Spotlight Review Group.

The issue of sexual harassment in schools had recently gained national attention following the high number of testimonies included on the 'Everyone's Invited' webpage which provided 'a safe place for survivors (of sexual abuse) to share their stories completely anonymously'. In March 2021 the Government asked the Office for Standards in Education (OFSTED) to undertake a rapid review of sexual abuse in schools and colleges together with safeguarding policies, the results of which were published in June 2021.

In Staffordshire, a review group was established at the beginning of the 2021/22 Municipal Year following separate identification of similar work programme items by the three Committees. Owing to the cross-cutting nature of the subject and in order to avoid duplication, the Committees agreed to collaborate on a joint review and for the findings to be reported back to each prior to submission to the relevant Cabinet Member(s) for attention and any necessary action.

The recommendations of the Spotlight Review were: -

- "That the Cabinet Members for Education (and SEND) and for Children & Young People join with the three Overview and Scrutiny Committee Chairmen in writing to Central Government, welcoming the valuable work which is taking place to make fit for purpose and to bring into law the Online Safety Bill, and calling on the Government as a matter of urgency to consider what further action should be taken to protect children from online peer-on-peer sexual harassment and abuse".
- "That progress with this new initiative is monitored and the impact on schools be assessed in 12 months' time".
- "That a one stop shop resource bank, which includes details of support organisations, training, and teaching resources, be developed".

- “That a bank of case study good practice examples of how differing specific peer-on-peer abuse and harassment was dealt with be developed as a resource tool for headteachers, senior management and Designated Safeguarding Leads (DSL)”.
- “That the Cabinet Members for Education (and SEND) and Children & Young People consider the introduction of local DSL meetings as a way of sharing best practice, experience and addressing concerns amongst groups of schools”.
- “That a representative from the Health & Care and the Prosperous Overview and Scrutiny Committees be invited to attend and take an active part in the scrutiny of the Staffordshire Safeguarding Children’s Board Annual Report for 2022”.
- “That the three Overview and Scrutiny Committees consider progress made from these initiatives and the impact for schools in 12 months’ time, with consideration that this could be undertaken by the current spotlight review Members”.

During the discussion which ensued, Members queried the role academies had played in the Spotlight Review and asked whether non-Local Authority schools were willing to collaborate in tackling the various issues raised. In reply, Members of the Review Group confirmed that representatives from Academy schools had actively participated in the Review by submitting information and attending the Spotlight Review Day (14 January 2022). In addition, Members were pleased to note the good work already being undertaken by schools in helping to address peer-on-peer sexual abuse and emphasised the importance of ensuring children were safe in all educational establishments irrespective of their Academy status.

RESOLVED – (a) That the draft report be received and noted

(b) That the recommendations contained in the draft report be endorsed.

(c) That the comments made by Members be reflected in the final report of the Spotlight Review.

(d) That the Spotlight Review Working Group be thanked for their valuable work in helping to address the various issues identified surrounding sexual harassment in schools.

(e) That the finalised report be forwarded to the Cabinet Members for Education (and SEND) and Children and Young People for their attention and any necessary action.

57. Work Programme

RESOLVED – That the updated Wark Programme (schedule 4 to the signed minutes) be approved.

58. Date of Next Meeting - Thursday 26 May 2022 at 10.00 am, County Buildings, Stafford

RESOLVED – That the date, time and venue of the next scheduled meeting be noted.

Chairman

| |
|-------------------------------|
| Local Members Interest |
| N/A |

Prosperous Overview & Scrutiny Committee - Thursday 26 May 2022

Rural Economic Strategy

Recommendation(s)

I recommend that the Committee:

- a. Considers and comments upon the draft Staffordshire County Council Rural Economic Strategy in terms of the vision, ambitions, and priorities it sets out to deliver the County Council's Economic Strategy in rural areas over the coming years.
- b. Considers and recommends interventions that the Committee believes would help to enable the successful delivery of the Strategy.
- c. Invites the Deputy Leader and Cabinet Member for Economy and Skills to report on progress of the Strategy to this Committee on a quarterly basis as part of the update on the delivery of our overall Economic Strategy

Report of the Deputy Leader and Cabinet Member for Economy and Skills

Summary

What is the Overview and Scrutiny Committee being asked to do and why?

The purpose of this report is to:

- a. Provide the Select Committee with an opportunity to consider and comment upon the draft of the County's Council's Rural Economic Strategy to help support the development of the local economy, and in particular the issues and opportunities for residents and businesses in our rural areas. This is therefore an opportunity for the Committee to help to shape the Rural Economic Strategy as part of the overall Economic Strategy and the County Council's plans for the local economy up to 2030, in line with the Government's missions for Levelling Up the UK.
- b. The successful delivery of the Rural Economic Strategy in achieving the vision, ambitions, and priorities that it sets out will be dependent on many factors, not least the identification and delivery of appropriate projects and programmes. A range of interventions are already underway and continue to be delivered within the county, as has been reported to the Committee through regular quarterly updates. Further projects and programmes will be needed, and there is therefore an opportunity for the Committee to consider further areas of focus that could help to successfully deliver the Strategy.
- c. Monitoring the County Council's performance in delivering the Strategy will be vital to ensuring we ultimately achieve its vision and ambitions. The Committee has an important role in scrutinising our performance over the duration of the Strategy.

Report

Background

1. The Rural Economic Strategy sets out how we will deliver the County Council's main Economic Strategy which covers the whole of Staffordshire and includes priorities for the recovery and economic growth of key town and urban areas. Understanding the opportunities and challenges facing the county's rural areas, businesses and communities should provide a focus for ensuring future priority interventions by the county council and its partners are acknowledged and supported.
2. In order to enhance further Staffordshire County Council's efforts and resources to develop our economy in the broadest sense and with 79% of its areas being deemed as rural, the Council commissioned and has been working with Warwick Economics and Development (WECD) to undertake an assessment of its rural economy.
3. The work has included the development of a draft rural economic strategy (Appendix 1), a new rural economic evidence base (Appendix 2), a project implementation plan (Appendix 3) to provide future direction for economic intervention opportunities, and a profile of the five rural hub towns (Appendix 4).
4. Staffordshire's rural area for the purpose of the RES and evidence base have been defined by Lower Super Output areas based on DEFRA's 2015 urban/rural classification and also includes the urban areas associated with the 5 rural hub towns of Leek, Cheadle, Uttoxeter, Stone and Rugeley.
5. The previous rural evidence base was developed in 2015 and now needs updating to provide a more up to date economic profile of rural Staffordshire post COVID-19 to highlight short- medium- and long-term intervention methods to help kick start local economic activity and facilitate growth.
6. The new evidence base and economic strategy will confirm the profile of businesses in Staffordshire's rural area and provide an understanding of rural business needs, allowing the appropriate targeted intervention to help support economic growth.
7. In addition to the county council's own economic strategy, policies, plans and programmes, the Stoke-on-Trent, and Staffordshire Local Enterprise Partnership (LEP) has produced its Strategic

Economic Plan (SEP) and more recently a Local Industrial Strategy (LIS). Whilst the LIS has somewhat been superseded by events it still provides a useful reference point indicating growth sectors and is built around a series of key sectors which are expected to drive growth across the LEP area. This includes Agri-tech, which has been identified as one of five key advanced manufacturing sectors. Tourism and Leisure has also been identified within the SEP as being of importance to the county's economic growth. Both sectors are likely to have significance for the economy in Staffordshire's rural areas. Alongside the SEP & LIS, European Structural Funds (ERDF, ESF and EAFRD incl. LEADER) have played a key part in supporting economic growth since the 1980s. Some of this funding (EAFRD and LEADER) has been aimed specifically for rural areas whilst ERDF and ESF covers the whole of the LEP area and remains in place until June 2023.

8. The RES will also be closely aligned to the government's emerging Levelling Up agenda and ensure that future programmes and funding are appropriate and available to Staffordshire's rural businesses and economic opportunities and challenges.
9. It is intended that the updated rural evidence base, strategy and project implementation plan on Staffordshire's rural economy will also be instrumental in developing projects in support of economic recovery, renewal and transformation across the county.

Strategy Overview

10. The recovery of the Staffordshire economy is being supported by the county council in many ways including the £6m **Staffordshire Means Back to Business programme** which continues to deliver on a programme of targeted interventions aimed at assisting the Staffordshire economy's recovery and growth. These interventions utilise the county council's own resources already committed, together with government funding issued to County and District Councils through partnership working. Together this significant resource is being successfully used to address the specific needs of Staffordshire businesses and residents as part of the ongoing economic recovery from the COVID-19 pandemic. This important work is underlined by the county council's Strategic Plan, Economic Strategy and service/team plans as well as the latest Cabinet priorities to support Staffordshire's economic growth and prosperity.
11. The development of the RES sets out how the County Council's new Economic Strategy which be delivered in rural areas, including supporting high streets and town centres, supporting businesses,

and developing a strong pipeline of future capital and revenue-based projects and programmes.

12. Staffordshire is a rural county with approximately 80 per cent of its land area considered rural and it has a rich and diverse asset-base that plays an important role in the county economy and that of the Stoke-on-Trent city region. Rural districts accounted for 61 per cent of Staffordshire's economic output (Gross Value Added, GVA) in 2018.
13. Staffordshire's central location and accessibility make it a popular business location. The rural business base is large and diverse, with 27,000 registered businesses accounting for 70 per cent of all registered businesses in Stoke and Staffordshire. Rural businesses operate across a diverse range of sectors, beyond land-based industries including farming, forestry, and tourism; manufacturing is the largest sector in employment terms.
14. Staffordshire does however face challenges typical of rural areas, including peripherality and isolation in some parts, with relatively weak broadband and mobile phone connections, and significant gaps in some locations. Housing affordability and accessibility are relatively limited, with particular implications for younger and elderly residents.
15. The new Rural Economic Strategy is being developed to help address the challenges and opportunities facing the rural economy. The strategy complements other county-wide strategies including the Stoke and Staffordshire Skills Strategy, the county council's Climate Change Strategy, and the LEP's Energy Strategy.
16. The RES seeks to build on the strength in diversity of Staffordshire's rural economy, whilst reflecting the role of agriculture and other key sectors of the rural economy and the significance of Staffordshire's rural assets to its visitor economy.
17. The RES is needed to support rural businesses, people and places (including the Rural Hub Towns) to identify and meet these specific opportunities and challenges and to become more productive and competitive. The RES and its implementation plan are consistent with the new priorities for the County Council and its Economic Strategy.
18. The RES offers a framework for policy choices and investment decisions. Its delivery will depend on wide stakeholder commitment and collaboration across the public, private, academic, voluntary

and community and third sectors, building on the foundations already established through Staffordshire's LEADER programme over the last 12 years.

Rural Economic Priorities

19. The proposed Rural Economic Strategy and Implementation Plan is an emerging workstream being developed by the county council which supports economic recovery and growth and seeks to align with the range of programmes and initiatives being delivered through Staffordshire Means Back to Business. The draft RES has been prepared with the support of external experts and has engaged with key stakeholders including District Councils, FE/HE providers, Stoke on Trent and Staffordshire Local Enterprise Partnership, Chamber of Commerce, FSB, NFU, DEFRA and Women in Rural Enterprise. The Implementation Plan will be aligned to the County Council's Economic Strategy and Strategic Infrastructure Plan and will include a pipeline of new projects and initiatives that will need a lot of development, through to adapting existing projects, to ensure that the substantial levels of growth planned are sustainable, and can be accommodated, without being detrimental to accessibility, connectivity, and service delivery.
20. Already the development of the draft RES has informed the launch of the next phase of the Staffordshire Business Loan scheme (a joint initiative between Staffordshire County Council and lender BCRS), by providing a focus of businesses in rural areas to access development finance and a County Farms Improvement Grant scheme as part of the wider proposals for the County Farms estate.
21. The RES is focused on five strategic priorities that reflect the diversity of Staffordshire's rural economy, the continued significance of farming and of the visitor economy, the role and potential of the Rural Hub Towns, and the connectivity and access challenges that constrain the rural economy, particularly in more isolated areas. The strategy also provides a more up to date understanding of Staffordshire's rural economy, including the five rural hub towns, by examining business profiles and identifying barriers and opportunities in relation to economic growth. The implementation plan is an ongoing collection of project and programme ideas, or expressions of interest, from key stakeholders and partners, that demonstrate a strong alignment to the five strategic themes of the strategy:
 - a. Stimulate enterprise and innovation to increase productivity, competitiveness, and resilience across all sectors of the rural

economy, including in overseas markets, to enable high-quality high-wage job retention and growth, and to enable the transition to net-zero carbon emissions.

- b. Support sustainable intensification (SI) in agriculture whereby agricultural productivity is enhanced, whilst also creating environmental and social benefits through productivity investments and business support for improved viability, diversification, carbon reduction and succession.
 - c. Recover and grow the visitor economy, including 'green tourism', by supporting tourism businesses and developing an on-trend visitor offer, including a high-quality accommodation offer, drawing on Staffordshire's rich countryside and heritage assets.
 - d. Improve rural digital connectivity and access to opportunities for rural businesses, workers, residents, and visitors, and develop digital and low-carbon energy infrastructure.
 - e. Support the regeneration of the five Rural Hub Towns (Leek, Cheadle, Stone, Uttoxeter and Rugeley) to unlock investment opportunities, develop their visitor offers, and improve their resilience via high-quality place management. It is proposed that bespoke rural hub town support programmes, that reflect specific economic opportunities and challenges in each of the rural town, are developed in collaboration with key stakeholders to bring forward key projects and initiatives that achieve economic resilience and growth. Although any investment by the county council will be subject to a detailed business plan.
22. **Skills** are vital to helping achieve sustainable economic growth across all rural business sectors. Therefore, provision of relevant skills and knowledge is viewed as a crucial action to ensure that the objectives of each of the five strategic priorities are met.

Climate Change Implications

23. Climate Change and its impact on our rural landscape is an important consideration for the RES when delivering economic activity around all its themes and priorities. All intervention activity should seek to support Staffordshire's economy becoming net zero by 2050 in line with both local and national climate change policies and strategies. Supporting climate change is a key priority for the council and further details around how this will be achieved are set out in our Climate Change Action Plan.

Strategy consultation and stakeholder engagement

24. For the Rural Economic Strategy to have relevance and an impact, stakeholders, and key partners as well as the county council need to bring forward proposals that align with strategy themes and priorities that deliver outcomes for the rural economy. Early indications through the attendance of 35 key stakeholders at the workshop held in October 2021 has resulted in 27 potential project/activity expressions of interest being received. This is a sign of partners being willing to commit and engage with the Rural Economic Strategy and the development of a proposed implementation plan. A summary of key stakeholders who have contributed to the development of the RES (and submitted potential schemes to be included in the implementation plan) is attached as Appendix 5.

Delivery

25. The Rural Economic Strategy will be co-ordinated and managed through existing Staff resources from the Funding, Business and Enterprise Team in the Economy, Infrastructure & Skills Directorate, overseen by the proposed Rural Economic Forum. The emerging Rural Economic Strategy Implementation Plan will contain a range of projects and initiatives, aligned to the strategic themes and priorities of the RES, identified, and delivered by the County Council, the District Council and a wide range of stakeholder partners. The RES will also be used to provide a context for government funding including the emerging UK Shared Prosperity Fund. Progress on the delivery of key schemes from the Implementation Plan will be reported regularly to the Rural Economic Forum with updates also Prosperous Overview & Scrutiny Committee.

Timescale

| | |
|----------------|--|
| September 2020 | Draft strategy preparation |
| October 2020 | Warwick Economic Development Commissioned to develop a new rural economic strategy |
| April 2021 | Draft strategy finalised |
| May 2021 | Commission stakeholder engagement to consult on proposed implementation plan |
| October 2021 | Stakeholder engagement workshop |
| December 2021 | Stakeholder input to rural implementation plan |

| | |
|----------------------|---|
| January - March 2022 | Draft implementation plan development |
| March - May 2022 | SCC, SLT and cabinet reporting and decision |
| July-Sept | Establish Rural Economic Forum and launch Rural Economic Strategy |

Link to Strategic Plan

26. The Rural Economic Strategy primarily relates to the 'support Staffordshire's economy to grow, generating more and better-paid jobs' Strategic Plan priority and all the associated priorities. However, there are aspects of the Strategy that cut-across all the Strategic Plan priorities with the need to tackle climate change, support increased investment in our infrastructure and increased prosperity in the County having the potential to have positive impacts on resident's health, safety, and happiness.

Link to Other Overview and Scrutiny Activity

27. The Economy, Recovery and Renewal Strategy was considered by the Committee in June 2020, and regular quarterly updates have been considered by the Committee since then. The range of activity that the County Council has progressed and continues to progress over the last couple of years, as has been reported to the Committee, remains relevant and will be important to the delivery of the Rural Economic Strategy.

Community Impact

28. The impacts of the COVID-19 crisis continue to be felt by some industrial sectors and therefore residents more than others. The Levelling Up agenda is a key theme that cuts across all the strategy and the aim is therefore for all residents to benefit from its delivery. A 'live' evidence base continues to be updated on at least a monthly basis, reported through our Economy Bulletin, to monitor the ongoing state of the local economy, whilst the strategy allows us to remain agile to respond as necessary as and when required.

County Council Resources issues

29. Apart from the ongoing commitment of the County Council to support the existing salary costs of the Rural Development Manager and Support Officer posts (in the Funding, Business and Enterprise team in EI&S), a significant majority of financial resources to deliver the Rural Economic Strategy and

Implementation Plan are expected to come from stakeholders own resources and bidding to government funding opportunities (i.e., UK Shared Prosperity Fund). Some financial commitment to the County Council's own proposals could be required, however this will be subject to the standard business case procedures.

List of Background Documents/Appendices:

Appendix 1 - Rural Economic Strategy

Appendix 2 - Rural Evidence Base

Appendix 3 - Rural Implementation Plan (confidential)

Appendix 4 - Key rural hub town profiles

Appendix 5 – Stakeholder Workshop list of attendees

Contact Details

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

Report Author: Ian Jackson

Job Title: Rural Development Manager

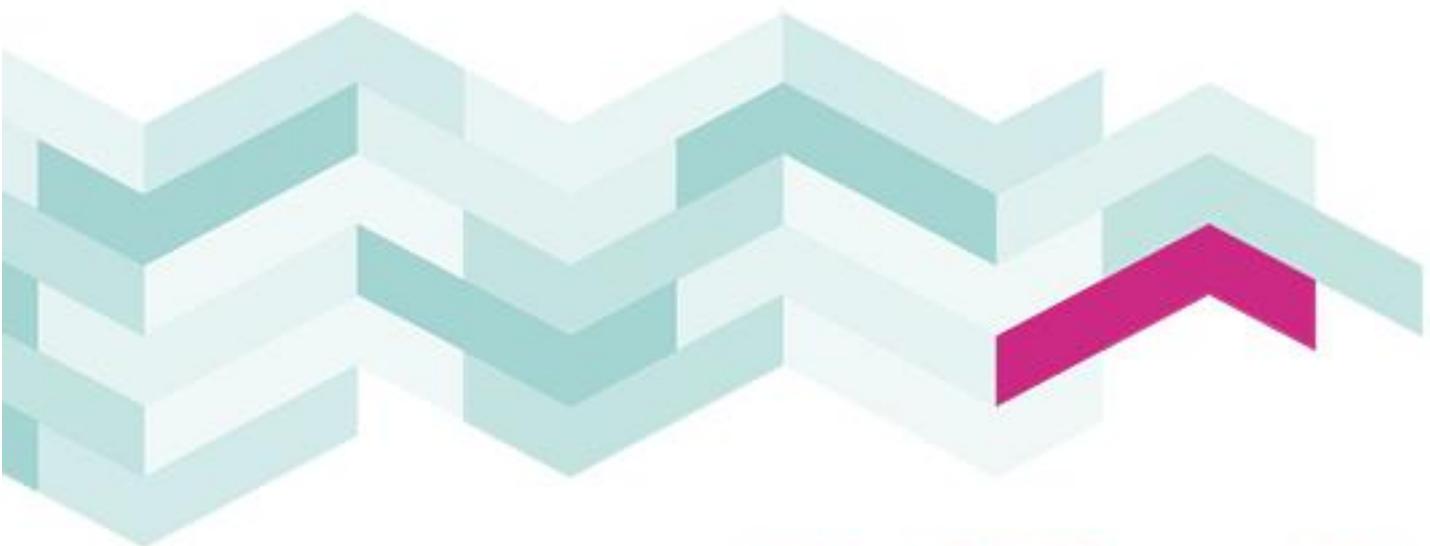
Telephone No.: 01785 854306

E-Mail Address: ian.jackson@staffordshire.gov.uk

Staffordshire Rural Economic Strategy Draft for Consultation

2022-2030

May 22



With pride. With purpose. With you.

TABLE OF CONTENTS

| | |
|---|----|
| Executive Summary | 3 |
| 1. Introduction | 6 |
| 2. Evidence Base | 8 |
| 3. The Strategy | 11 |
| 4. Intervention Priorities | 12 |
| 5. Delivery Arrangements | 16 |
| | |
| APPENDIX A: Stakeholder Consultees | 18 |
| APPENDIX B: Learning Sources | 19 |
| APPENDIX C: Key Performance Indicators | 20 |

Prepared by

Warwick Economics & Development (WECD)
<https://www.w-eed.com>
2 Snow Hill
Birmingham
B4 6GA
Tel: 0121 231 3425



Warwick Economics & Development Ltd. is registered in England and Wales no. 7531279.
VAT Registration No: 116732721

April 2021

Executive Summary

Staffordshire County Council commissioned and has been working with Warwick Economics & Development (WECD) to prepare a new rural economic strategy for Staffordshire that responds to the opportunities and barriers facing the rural economy. It is a key component of Staffordshire's new Economic Strategy and recognises the significance of Staffordshire's rural areas to the county's economy and that of the wider region.

Staffordshire's rural area for the purpose of the Rural Economic Strategy have been defined by Lower Super Output areas based on DEFRA's 2015 urban/rural classification and also includes the urban areas associated with the 5 rural hub towns of Leek, Cheadle, Uttoxeter, Stone and Rugeley.

The strategy is based on evidence of Staffordshire's rural economy assets and strengths, and of the opportunities and challenges facing the rural economy, including the implications of national policy developments. The evidence base for the strategy and summary profiles of each of Staffordshire's five Rural Hub Towns (Leek, Cheadle, Uttoxeter, Stone and Rugeley) are available separately.

The strategy builds on stakeholders' commitment to the rural economy expressed in their Rural Declaration in 2013, and aims to "*maximise the contribution of Staffordshire's rural assets to the development of a 'thriving, digital, high value and clean economy' in Staffordshire that creates good jobs and supports inclusive growth, by developing the productivity, competitiveness and resilience of the rural economy*".

It is focused on five strategic priorities, as shown in the diagram below:



The Rural Economic Strategy is central to the county council's Strategic Plan and is a priority for our new Economic Strategy by providing a specific rural focus for Staffordshire's economy, the challenges it faces and the opportunities it presents for growth and prosperity.

The Economic Strategy outlines the County Council's vision, ambitions, and priorities for the Staffordshire economy over the coming years and its focus are the overarching priorities agreed through the development of our Strategic Plan, namely town centres, start-ups & step-ups, higher skilled & higher paid workforce, the development of investment ready projects and strategic corridors.

The RES's priorities closely reflect the aims and objectives of the Economic Strategy and will provide a specific rural focus for Staffordshire's economy, the challenges it faces and the opportunities it presents for growth and prosperity. It also links with other county-wide strategies including the LEP's Strategic Economic Plan; the Stoke and Staffordshire Skills Strategy, the County Council's Climate Change Strategy, and other thematic strategies and improvement plans such as transportation and connectivity.

The draft RES has been prepared with the support of external experts and has engaged with key stakeholders including District Councils, FE/HE providers, Chamber of Commerce, Stoke on Trent and Staffordshire Local Enterprise Partnership, FSB, NFU, DEFRA and Women in Rural Enterprise. The Implementation Plan will be aligned to the County Council's Economic Strategy and Strategic Infrastructure Plan and will include a pipeline of new projects and initiatives that will need a lot of development, through to adapting existing projects, to ensure that the substantial levels of growth planned are sustainable, and can be accommodated, without being detrimental to accessibility, connectivity, and service delivery.

It seeks to build on the strength in diversity of Staffordshire's rural economy, whilst reflecting the role of agriculture in the rural economy in particular, and the significance of Staffordshire's rural assets to its visitor economy. Although manufacturing is the largest rural sector in employment terms, the strategy does not specifically target manufacturing, as it is addressed in Staffordshire-wide strategies.

The strategy prioritises tackling the infrastructure and access challenges that particularly affect the rural economy (i.e., weaknesses in digital connectivity) and the need to develop low carbon energy infrastructure in rural areas. The opportunity has been identified to develop low-carbon business activities in rural areas, such as micro-generation schemes on farms. The strategy prioritises the sustainable intensification of agriculture – a process by which agricultural productivity is enhanced, whilst also creating environmental and social benefits.

The strategy targets the role of the Rural Hub Towns in the rural economy, alongside Staffordshire's strategic towns, and prioritises their regeneration to unlock investment opportunities, improve their resilience and develop their visitor offers, drawing on and developing their individual distinctiveness and asset bases.

The strategy takes a medium- to long-term perspective, although shorter-term action is also underway to support individuals and businesses during the Covid-19 pandemic.

In detail, the **strategic priorities** are to:

1. Stimulate **enterprise and innovation** to increase productivity, competitiveness and resilience across all sectors of the rural economy, including in overseas markets, to enable high-quality, high-wage job retention and growth, and to enable the transition to net-zero carbon emissions;
2. Support **sustainable intensification (SI) in agriculture, whereby agricultural productivity is enhanced, whilst also creating environmental and social benefits** through productivity investments and business support for improved viability, diversification, carbon reduction and succession;
3. Recover and grow the **visitor economy**, including 'green tourism', by supporting tourism businesses and developing an on-trend visitor offer, including a high-quality accommodation offer, drawing on Staffordshire's rich countryside and heritage assets;
4. Improve **rural digital connectivity and access to opportunities** for rural businesses, workers, residents and visitors, and develop digital and low-carbon energy infrastructure; and,
5. Regenerate the five **Rural Hub Towns** (Leek, Cheadle, Stone, Uttoxeter and Rugeley) to unlock investment opportunities, develop their visitor offers, and improve their resilience via high-quality place management.

Skills are vital to helping achieve sustainable economic growth across all rural business sectors. Therefore, provision of relevant skills and knowledge is viewed as a crucial action to ensure that the objectives of each of the five strategic priorities are met.

Climate Change and its impact on our rural landscape is also an important consideration for the strategy when delivering economic activity around all its themes and priorities.

Successful delivery of the strategy will depend on a partnership that brings together the activities and resources of a wide range of stakeholders across the private, public, academic (HE and FE), voluntary, community and third sectors. A range of stakeholders have been consulted in the development of the strategy (see Appendix A for the list of stakeholders consulted).

A Rural Strategy Leadership Group will be formed, comprised of senior individuals from these sectors, with responsibility for driving forward the delivery of the strategy, using its expertise and influence to advocate for the rural economy, and a 'Think Rural' approach. The Group will lead on the development of new approaches to unlock the potential of the rural economy, and the development of strong business cases for investment and funding. The Group will draw on capacity and learning developed through Staffordshire's LEADER programme, and in other places.

The funding landscape for rural development has changed significantly with EU exit, and the end of the CAP-funded LEADER programme; a broad-based approach will be needed that draws on a wide range of partner assets, and resources and funding sources.

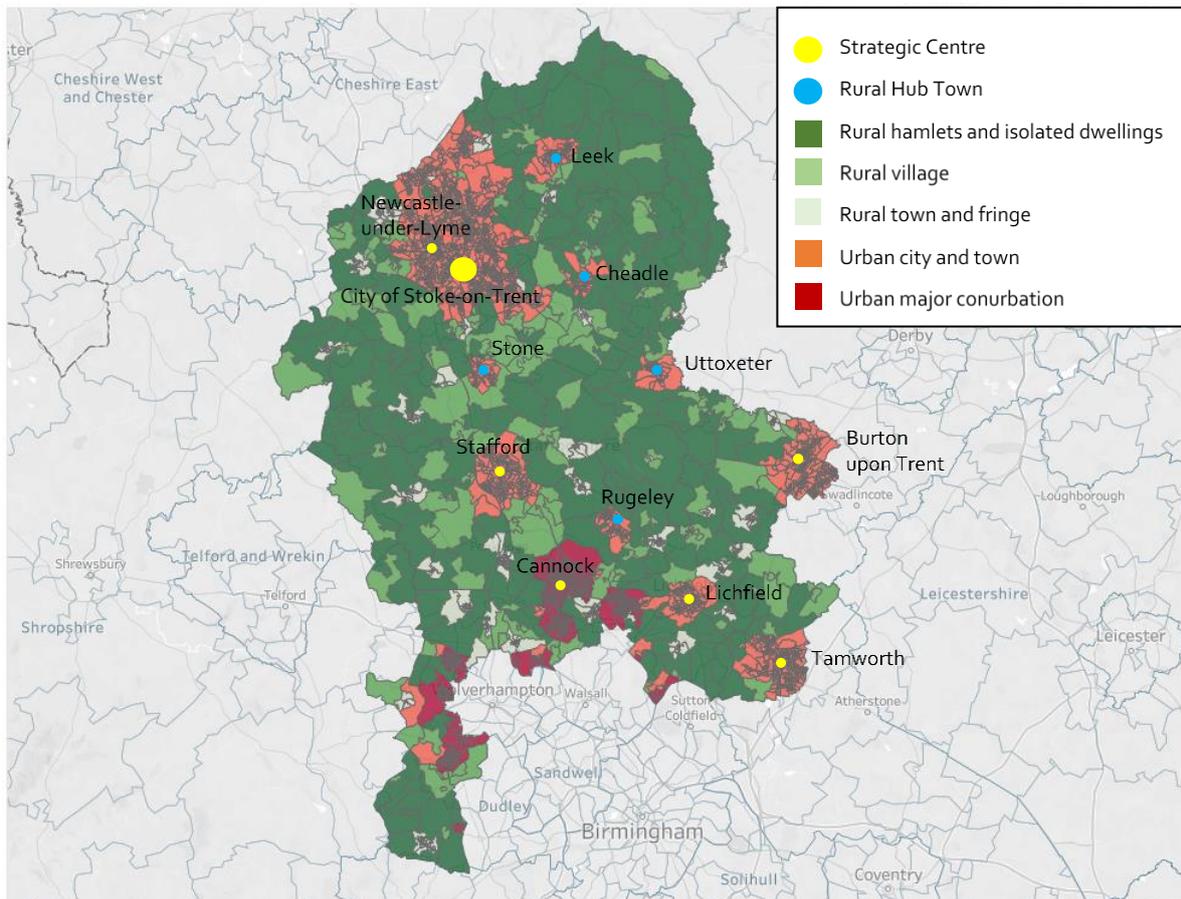
A number of intervention priorities are identified to guide the development of an action plan, including short-, medium- and long-term actions, including a combination of current and planned activities, and where gaps are evidenced, new initiatives and resources identified to address them.

1. Introduction

- 1.1. Staffordshire is a rural county. Approximately 80 per cent of its land area can be considered rural (see Figure 1.1) and it has a rich and diverse asset-base that plays an important role in the county economy and that of the wider region. Rural districts accounted for 61 per cent of Staffordshire's economic output (Gross Value Added, GVA) in 2018.
- 1.2. Staffordshire's central location and accessibility make it a popular business location. The rural business base is large and diverse, with 27,000 registered businesses accounting for 70 per cent of all registered businesses in Stoke and Staffordshire. Rural businesses operate across a diverse range of sectors, beyond land-based industries including farming, forestry and tourism; manufacturing is the largest sector in employment terms.
- 1.3. For those considering living in a countryside location, Staffordshire boasts the added attraction of accessible employment, reflected in a well-qualified rural workforce, a high proportion of whom are employed in senior occupations.
- 1.4. Staffordshire's beautiful countryside (including parts of the Peak District National Park and Cannock Chase AONB), heritage, market towns and visitor attractions (particularly Alton Towers and Drayton Manor Park) attract large visitor numbers each year.
- 1.5. However, Staffordshire also faces challenges typical of rural areas, including peripherality and isolation in some parts, with relatively weak internal transport, broadband and mobile phone connections, and significant gaps in some locations. Housing affordability and accessibility are relatively limited, with particular implications for younger and elderly residents.
- 1.6. Social, technological and environmental developments have particular implications for rural areas. A large and growing elderly population necessitates changes to the way that health and social care services are delivered, for example through adoption of new technologies in assistive living. Net-zero targets and technology developments present opportunities and challenges in terms of demand for low-carbon energy generation and supply and transport.
- 1.7. The rapid evolution of digital technologies and the shift to online, accelerated by the Covid-19 pandemic, requires ongoing upgrades to digital infrastructure and digital capability amongst businesses and workers to remain competitive, whilst creating opportunities for rural locations and sectors. EU exit brings significant changes for agri-food production, rural development policy and international trade, and may bring opportunities for attracting supply chain 're-shoring' investment, particularly in manufacturing.
- 1.8. A rural strategy is needed to support rural businesses, people and places (including the Rural Hub Towns) to identify and meet these specific opportunities and challenges and to become more productive and competitive. The rural strategy is a key component of Staffordshire's new Economic Strategy that will create good jobs and support inclusive growth.
- 1.9. The rural strategy offers a framework for policy choices and investment-decisions. Its delivery will depend on wide stakeholder commitment and collaboration across the public, private, academic, voluntary and community and third sectors, building on the foundations

established through Staffordshire's LEADER programme (2014-2020) and Rural Declaration of 2013.

Figure 1.1: Rural Staffordshire as defined by Lower-layer Super Output Areas



Source: DEFRA definitions

Evidence Base

1.10. The strategy is based on evidence of Staffordshire’s rural economy assets and strengths, and of the opportunities and challenges facing the rural economy, including the implications of national policy developments. Figure 2.1 presents a summary SWOT analysis of Staffordshire’s rural economy, based on data analysis and qualitative evidence, including stakeholder insights.

Figure 2.1: Staffordshire Rural Economy SWOT Analysis

| Strengths | Weaknesses |
|--|--|
| <ul style="list-style-type: none"> • Centrally located in the country between the Birmingham and Manchester conurbations and well-connected by motorway and rail • A diverse rural economy across primary industries, manufacturing, construction, services and visitor economy with high rates of employment growth • Significant farming and food and drink processing (particularly brewing) sectors • A base of large companies including fast-growing and global companies • A rich natural resource base, high quality landscapes and heritage assets and large visitor attractions e.g., Alton Towers • A large, highly-qualified, skilled workforce • A strong knowledge base (Keele, Staffordshire and nearby Harper Adams Universities and South Staffordshire College, with Reaseheath College nearby) • A network of five Rural Hub Towns offering employment sites and growth opportunities | <ul style="list-style-type: none"> • Productivity constraints in agriculture and manufacturing • A limited connection between local food production and consumption • An ageing agricultural workforce and succession issues in farming • Limited levels of new enterprise formation • Gaps in broadband coverage, particularly at higher connection speeds (>=100Mbps), for commercial and residential properties • Weaknesses in internal transport connections, including public transport • Limited supply of employment sites and premises including food ready units, commercial starter units, flexible office space and ‘grow-on’ space • Industrial legacy sites which are not viable for new uses without considerable investment • Limited accredited tourism accommodation • Seasonal, low-paid employment • Issues of housing affordability and access, particularly for younger households |
| Opportunities | Threats |
| <ul style="list-style-type: none"> • Investment in agri-tech skills (Agri-STEM Academy at Rodbaston) and investment opportunities in agri-tech • Growing interest food security, ethical and local foods • Growth markets for innovative health technologies and low-carbon goods and services, including opportunities in micro-energy generation • Increased demand for ‘staycations’, outdoor leisure and ‘green tourism’ • Increased demand for local products and services • Increased community engagement since the Covid-19 pandemic • Potential for manufacturing supply chain ‘near-shoring’ investment since EU exit • HS2 supply chain and connectivity gains • West Midlands Strategic Rail Freight Interchange at M6 J12 | <ul style="list-style-type: none"> • Risk of sustained damage to key sectors including hospitality, non-essential retail, manufacturing and the Rural Hub Towns due to Covid-19 • Risks presented by EU exit to farming and manufacturing supply chains • Ageing and succession issues in farming • Risks of delayed or insufficient adaptation to trends, including climate change, the needs of a large and growing elderly population, competitiveness pressures, technology developments (including digital and low-carbon) and policy changes • Constraints on the supply of employment sites / premises and residential sites limit regeneration opportunities • Limited availability of investment finance and limited investment propositions, including limited growth of business propositions • Further decline of rural services |

1.11. Staffordshire's rural economy assets and strengths include:

- A strongly performing and diverse rural economy that extends beyond traditional land-based sectors including agriculture and forestry, encompassing manufacturing (the largest sector in employment terms), construction and services, including a strong visitor economy.
- Some of Staffordshire's largest firms across manufacturing, construction and services. These include JCB, located across five rural locations, and firms based in the Rural Hub Towns such as Omua Foods in Leek, 2 Sisters Food Group in Uttoxeter, automotive firm Klarius in Cheadle, software developer Instem in Stone, and Amazon in Rugeley.
- A highly skilled and qualified rural workforce, including a high proportion of senior managers and entrepreneurs.
- A rich natural resource base with high-quality landscape and heritage assets, underpinning an attractive offer to investors, households and visitors, including the Peak District National Park, Cannock Chase AONB, the Staffordshire and Worcestershire canal, and historic Rural Hub Towns.
- A strong University (Keele, Staffordshire and nearby Harper Adams) and Further Education base (South Staffordshire College and nearby Reaseheath) committed to offer excellence in research, innovation opportunities and education in disciplines, including agri-tech, food security, veterinary science, smart-energy networks, and innovative health technologies.
- Staffordshire's five Rural Hub Towns (Leek, Cheadle, Uttoxeter, Stone and Rugeley), centres for business, employment and services, offering visitor attractions and growth opportunities. There are examples of regeneration success, such as the development of Stone's visitor offer as a local 'food town', and arts and crafts hubs. However, further action and investment is needed to fully realise the potential of all five Rural Hub Towns.

1.12. The opportunities and challenges facing Staffordshire's rural economy include:

- The impact of the Covid-19 pandemic, which is having a major negative impact on businesses and employment across the rural economy, particularly the hospitality, non-essential retail and manufacturing sectors; the extent of the damage to businesses and supply chains remains to be seen. However, there are also some consequent opportunities for the rural economy, including potential for a sustained increase in demand for local services. The pandemic restrictions and responses have also highlighted the importance of digital capability amongst rural business and workers, supported by competitive broadband infrastructure.
- EU exit, which presents significant challenges, as well as potential opportunities for the rural economy. Key risks include impacts on farms and associated uses arising from changes to the EU grant regimes, the potential for increased competitiveness pressures in farming and food, reduced availability of migrant labour, and disruption to manufacturing supply chains. Potential opportunities include increased access to a wider range of export markets, and inward investment opportunities relating to 're-shoring' of supply chains, particularly in manufacturing.
- Technology developments in agri-tech, e.g. genetic improvements, digital, big data, robotics and precision technologies. These have the potential to enable increased productivity and output in farming, and may be facilitated by a forthcoming national

R&D support programme, focused on farmer-led solutions. At the same time, many farm businesses are still likely to face significant challenges to their sustainability and growth, including competitiveness challenges, barriers to investment, workforce and skills constraints, and farm succession issues.

- Rapid developments in technology are required – particularly, but not exclusively, digital technologies. These are driving change across the economy, in response to which, high levels of entrepreneurship, adaptability and resilience are required amongst businesses, workers, and in planning infrastructure and land-use. A strong culture of enterprise and innovation across the rural economy is needed to take advantage of new market opportunities being opened up by emerging technologies, in areas such as innovative health and low-carbon energy.
- There is potential to develop the visitor economy, to increase visitor spend and the number of overnight visits, by harnessing Staffordshire’s countryside and heritage assets, and developing the visitor offer to become on-trend, including a higher-quality accommodation offer. This will include taking advantage of increased demand for ‘staycations’ (i.e., UK residents taking a holiday in the UK rather than overseas)¹, and self-contained holiday accommodation, outdoor activity-based tourism, ethical and ‘green’ tourism.
- Growth opportunities (employment and housing) in and around the Rural Hub Towns, which are reflected in District and Borough local and neighbourhood plans and masterplans. To achieve this, action is needed to identify and unlock investment opportunities, particularly commercial opportunities, and to develop the investor and visitor offer, including by addressing infrastructure barriers.
- Gaps in broadband coverage, particularly at higher connection speeds (>=100Mbps) and in mobile phone coverage, which are significant limiting factors for rural businesses and workers, particularly in more remote areas, with ongoing investment required to ensure competitive coverage.
- Weak transport connections, including to Leek and Cheadle, and including limited public transport services, requiring ongoing investment. Forthcoming investments, including HS2 and the West Midlands Rail Freight Interchange at Junction 12 of the M6, should provide a significant boost to Staffordshire’s transport connectivity and attractiveness as an investment location.
- Climate change and net-zero carbon targets require adaptation of rural businesses and energy and transport infrastructure, including development of electric vehicle charging infrastructure and incentives. Following EU exit, a new system of agricultural support is due to be launched, aimed at rewarding farmers for safeguarding environmental assets, with an accompanying grant scheme to support investment in technology, and equipment that improves environmental sustainability and carbon reduction. There are also potential opportunities for land-based industries to diversify into low-carbon and renewable technologies, such as micro-energy generation.

1.13. The evidence base used to develop the strategy is available in a separate report and in five Rural Hub Town profiles.

¹ Demand for staycations (also referred to as ‘domestic tourism’) has increased since the COVID-19 pandemic (see: https://www.visitengland.com/sites/default/files/visit_england_report_print_tcm30-39493.pdf)

2. The Strategy

Vision and Goal

- 3.1 A collective stakeholder vision for rural Staffordshire was expressed in Staffordshire's Rural Declaration of 2013: *"thriving rural communities and successful rural businesses in a living, working and respected Staffordshire countryside, contributing to the social, economic and environmental wellbeing of the whole county and beyond, with every community reaching its potential"*.
- 3.2 In line with this vision, and Staffordshire's new Economic Strategy, this strategy seeks to *"maximise the contribution of Staffordshire's rural assets to the development of a 'thriving, digital, high value and dean economy' in Staffordshire that creates good jobs and supports inclusive growth, by developing the productivity, competitiveness and resilience of the rural economy"*.

Strategic Priorities

- 3.3 The strategy is focused on **five strategic priorities** that reflect the diversity of Staffordshire's rural economy, the continued significance of farming and of the visitor economy, the role and potential of the Rural Hub Towns, and the connectivity and access challenges that constrain the rural economy, particularly in more isolated areas:
- Stimulate **enterprise and innovation** to increase productivity, competitiveness and resilience across all sectors of the rural economy, including in overseas markets, to enable high-quality high-wage job retention and growth, and to enable the transition to net-zero carbon emissions;
 - Support **sustainable intensification (SI) in agriculture whereby agricultural productivity is enhanced whilst also creating environmental and social benefits** through productivity investments and business support for improved viability, diversification, carbon reduction and succession;
 - Recover and grow the **visitor economy**, including 'green tourism', by supporting tourism businesses and developing an on-trend visitor offer, including a high-quality accommodation offer, drawing on Staffordshire's rich countryside and heritage assets;
 - Improve **rural digital connectivity and access to opportunities** for rural businesses, workers, residents and visitors, and develop digital and low-carbon energy infrastructure; and
 - Regenerate the five **Rural Hub Towns** (Leek, Cheadle, Stone, Uttoxeter and Rugeley) to unlock investment opportunities, develop their visitor offers, and improve their resilience via high-quality place management.

4 Intervention Priorities

- 4.1 A range of interventions will be required to deliver the strategic priorities. 30 intervention priorities have been identified in the strategy to guide the development of an implementation plan, including short-, medium-, and longer-term actions, and a resourcing plan. This will reflect and build upon current and forthcoming relevant activities and learning gained from previous initiatives in Staffordshire and elsewhere.

Stimulate enterprise and innovation to increase productivity, competitiveness and resilience across all sectors of the rural economy, including in overseas markets, to enable high-quality high-wage job retention and growth, and to enable the transition to net-zero carbon emissions:

1. Ensure that **enterprise and business growth support and peer networks** reflect the needs of rural businesses, and increase awareness and take-up amongst rural businesses. This includes knowledge transfer and technology demonstration activities, investment-readiness support, supplier engagement events and export support. This will be achieved via a 'Think Rural' approach to business support, e.g. involving targeted comms and engagement activities by the Growth Hub, and targeted support programme, where there is evidence of unmet need and demand, and sustainable funding models can be identified.
2. Increase the supply of **enterprise space** (light industrial, office and hybrid) available to rural businesses, including incubation and grow-on space. Consideration will be given to the needs of rural businesses in developing the county network of enterprise centres, to ensure that the network includes space that meets the requirements of rural businesses, in accessible locations, and with competitive supporting infrastructure, including high-speed broadband and 4G /5G mobile connectivity. Consideration will also be given to ways of incentivising and removing barriers to the conversion or redevelopment of rural buildings for employment use, such as those deployed in Enterprise Zones (e.g. business rate relief and simplified planning).
3. Develop a **rural youth enterprise programme** to inspire and equip young people living in rural areas with the knowledge and skills to start-up and grow their own businesses, alongside wider careers inspiration activity, targeting young people in rural areas. A key component of this will be the development of a 'new entrants into farming' programme (see below).
4. Develop a **rural enterprise and innovation hub** as a focal point for rural entrepreneurs and innovators, public sector, academic, third sector and investors to come together, to identify, develop and showcase solutions to rural economy challenges, including the transition to a net-zero carbon economy. Virtual and physical delivery models for the hub and hub activities will be considered. For face-to-face networking, and challenge and showcasing events, opportunities to deploy the county network of enterprise centres and other venues across the county, such as the County Showground, will be considered, drawing on learning from elsewhere (e.g. Stoneleigh Park in Warwickshire).

5. Participate in the development of **growth initiatives**, such as the A500/A50 East West Growth Corridor and the emerging North Midlands Innovation Corridor, where these are aligned to the strategy priorities.

Support sustainable intensification (SI) in agriculture whereby agricultural productivity is enhanced, whilst also creating environmental and social benefits through productivity investments and business support for improved viability, diversification, carbon reduction and succession:

6. Increase **farmer engagement** with business support, and knowledge transfer and technology demonstration opportunities (e.g. the Agriculture and Horticulture Development Board (AHDB) 'Farm Excellence' network) via targeted comms and engagement and specialist brokerage – including support for business and succession planning and diversification (e.g. into tourism, green energy or direct-to-consumer sales).
7. Develop one or more **agri-tech demonstrators**, that develop and showcase Staffordshire's strengths in agriculture, industry and science, and that are accessible and relevant to Staffordshire farmers. Delivery options considered will include opportunities to deploy the County Farm estate and collaboration opportunities, e.g. via the LEP-based 'Agri-Tech West' partnership. The County Showground will be considered as a potential focal point for demonstration activity.
8. Develop a '**new entrants into farming**' programme, including careers inspiration in schools and colleges, education and training pathways, including internships and apprenticeships, peer-mentoring, and specialist-brokered access to start-up support, including business planning and access to finance support. Consideration will be given to whether and how the county farm estate could be deployed to enable new entrants into farming, and opportunities to learn from previous initiatives, e.g. NFU Young Farmers initiatives.
9. Ensure a ready supply of **employment sites** in suitable locations for commercial agri-food developments, including for logistics and light-industrial uses, with interventions to unblock stalled sites as required, e.g. through increased promotion, enabling infrastructure investment, and Enterprise Zone-type incentives such as rate relief and simplified planning.

Recover and grow the visitor economy, including 'green tourism', by supporting tourism businesses and developing an on-trend visitor offer, including a high-quality accommodation offer, drawing on Staffordshire's rich countryside and heritage assets:

10. Develop **rural destination branding and marketing**, including for the Rural Hub Towns, aligned to Staffordshire's place-branding and market trends.
11. Ensure a responsive support offer for **tourism businesses**, to help them understand and develop their offer in line with emerging market trends and industry standards, particularly accommodation providers, and to develop their digital capability, informed by learning from previous programmes, e.g. Staffordsheer Excellence².

² <https://www.stokestaffslep.org.uk/staffordsheer-excellence-taking-your-tourism-business-further/>

12. Support **farm and forestry diversification** into tourism, in line with market trends (e.g. for self-contained accommodation and outdoor leisure), including through a supportive planning framework and business support.
13. Support the development and viability of Staffordshire's rural **cultural and heritage attractions**, by lobbying for funding, pursuing external funding bids, and through provision of enterprise and business support, including specialist brokerage.
14. Align **infrastructure investment** to visitor economy assets and opportunities, including investment in electric-vehicle charging infrastructure and high-speed broadband, and to create alternative forms of tourism accommodation, such as overnight parking for motorhomes and camping (e.g. French-style 'Aires').

Improve rural digital connectivity and access to opportunities for rural businesses, workers, residents and visitors, and develop digital and low-carbon energy infrastructure:

15. Work with telecoms providers and Government to secure the investment needed to improve **high-speed broadband and 4G/5G mobile phone coverage** to domestic and commercial properties, and, where necessary, explore alternative models of provision, e.g. digital white space and community-based models of provision, as per Broadband for the Rural North.
16. Develop **electric-vehicle charging infrastructure**, including incentives in hot-spot locations, e.g. via the On-Street Residential Chargepoint Scheme.
17. Pursue **investment in low-carbon energy infrastructure and supply** that is compatible with the needs of rural areas, drawing on R&D assets (for example, Keele's Smart Energy Network Demonstrator, SEND), industry capabilities, learning from elsewhere (e.g. the Association for Decentralised Energy), and by lobbying for more responsive funding models that reflect the needs of rural areas.
18. Ensure a readily available supply of **employment sites** in accessible locations, and unlock stalled sites as required, e.g. working closely with planning, marketing and through enabling infrastructure investment.
19. Bring forward investment in **road and rail** aligned to rural growth opportunities, including those in the Rural Hub Towns and key employment and housing sites, and to maximise the benefits of increased connectivity provided by the HS2 and West Midlands Rail Freight Interchange investments.
20. Embed a **'Think Rural'** approach across service delivery and planning, including via lobbying and advocacy and application of rural-proofing methodologies.

Regenerate the five Rural Hub Towns (Leek, Cheadle, Stone, Uttoxeter and Rugeley) to unlock investment opportunities, develop their visitor offers, and improve their resilience via high-quality place management:

21. Undertake a review and analysis of **growth opportunity sites** (employment and housing) across each of the Hub Towns including public sector-owned sites; and bring forward a portfolio of sites for marketing to potential investors, and a prioritised list of 'oven-ready' sites for public sector intervention where barriers have been identified.
22. Identify and pursue opportunities to **unlock growth-opportunity sites** that are not commercially viable, for example through gap funding, enabling infrastructure investment, and public sector acquisition – where this is feasible.
23. Support **master planning** for the Rural Hub Town centres and high streets, to encourage commercial investment and explore opportunities to support and enable investments in public realm, cultural assets, and small-business space.
24. Develop and implement distinctive **place branding and marketing** for each of the Rural Hub Towns, including working with and supporting high street traders and tourism businesses (e.g. as per Leek's 'Totally Local' branding approach).

Develop a skilled workforce:

Skills are recognised as vital for a successful rural economy and will run as an inherent strand through all strategy priorities.

25. It is important to ensure that labour supply and skills needs in key rural industries are met. These industries include advanced manufacturing & engineering (e.g. shortage of plant operatives as identified in stakeholder consultations), transport & logistics (e.g. challenges around supply of drivers) and hospitality (e.g. recruitment challenges due to labour supply).
26. Health and social care is the sector of highest projected jobs growth across the Stoke & Staffordshire LEP area and likely to be a key area of increased demand in the labour market, given the relatively large and growing elderly population in rural Staffordshire .
27. Efforts will be made to strengthen the AgriSTEM Academy at Rodbaston (Staffordshire College campus) and inspire and support new entrants into farming noting the changing opportunities and career types in farming being driven through agri-tech adoption.
28. There is a general need for digital skills development and development of skills for the green economy, particularly those related to building retrofit and renewable energy generation.
29. Demand for apprenticeships amongst young people in rural areas is limited and there is a need to enhance the attractiveness and accessibility of the apprenticeship offer in rural Staffordshire.

Climate Change:

It is important that we consider the impact of economic interventions (both locally and globally) on our environment and how we deliver effective climate change actions to provide long term benefits to our landscape.

30. All intervention activity through the strategy should seek to support Staffordshire's economy becoming net zero by 2050 in line with both local and national climate change policies and strategies.

5 Delivery Arrangements

- 5.1 Delivery of the strategy will depend on the action and resources of a wide range of stakeholders and organisations, across the private, public, academic (HE/FE), voluntary, community and third sectors. A list of stakeholders consulted during the strategy development is included in Appendix A.

Rural Strategy Leadership Group

- 5.2 A Rural Strategy Leadership Group will be formed of senior individuals from the private, public, academic, and voluntary, community and third sectors, who can bring the insights, expertise, influence, and resources needed to enable the successful delivery of the strategy.
- 5.3 The Leadership Group will be responsible for driving forward the delivery of the strategy, with the support of an executive team who will coordinate the development and implementation of an action plan, securing stakeholder and partner inputs and resources.
- 5.4 The Leadership Group will use its influence to advocate for rural economy opportunities and challenges. This will include influencing within the Leadership Group's own organisations to secure their commitment to the delivery of the strategy, including through the adoption of a 'Think Rural' approach to planning and delivery, and also externally to policymakers and funding bodies.
- 5.5 The Leadership Group will bring expertise and insights to develop new approaches to rural regeneration, that maximises the potential of Staffordshire's rural assets and stakeholder resources. They will build on capacity and learning from approaches previously and currently being developed in Staffordshire and elsewhere (see Appendix B), including the LEADER programme, to develop strong business cases for investment, and to establish Staffordshire as a leader in rural regeneration.

Action Planning and Resourcing

- 5.6 The development and delivery of the strategy will require a dedicated executive resource, including to establish and facilitate the Leadership Group.
- 5.7 An initial priority will be to develop an implementation plan, including short-, medium- and long-term initiatives, including a combination of current and planned activities, and new initiatives where gaps are evidenced, and resourcing opportunities can be identified. The implementation plan will be based on a robust understanding of:

- opportunities for / barriers to investment, particularly commercial investment, including specific viability gaps that necessitate non- or pre-commercial intervention;
 - opportunities to adapt current and planned interventions to unlock rural growth opportunities, for example, by applying a 'Think Rural' approach;
 - stakeholder assets, and any opportunities to deploy them for greater benefit for the rural economy, e.g. the Staffordshire County farm estate;
 - the full range of relevant external funding opportunities, including, but not limited to the Levelling Up Fund for local infrastructure projects; the UK Community Renewal Fund and the forthcoming UK Shared Prosperity Fund for investment in communities and place in need; UKRI funding for innovation; and funding for low-carbon infrastructure development such as the On-Street Residential Chargepoint Scheme for electric vehicles; and
 - opportunities to develop 'evergreen' or recyclable funds, should the need to set up new targeted funds be identified, drawing on models developed elsewhere (for example, loan or mezzanine-type funds offering combined debt and equity funding).
- 5.8 Potential schemes included within the Rural Implementation Plan will include both new initiatives requiring considerable development, through to adapting existing projects.

Progress Monitoring and Evaluation

- 5.9 A number of Key Performance Indicators have been identified to support the monitoring and evaluation of progress and impact in delivering the strategy (Appendix C).

APPENDIX A: Stakeholder Consultees

| Name | Organisation | Job Title |
|--------------------------|--|---|
| Andrea Sammons | Staffordshire County Council | Senior Marketing Officer, Destination Staffordshire |
| Anthony Baines | Staffordshire County Council | County Commissioner for Skills & Employability |
| Anthony Hodge | Staffordshire County Council | Assistant Director for Business & Enterprise |
| Councillor Mark Deaville | Staffordshire County Council | Cabinet Member for Commercial Matters |
| Debbie Harris | Cannock Chase District Council | Economic Development Manager |
| Helen Pakpahan | Staffordshire Moorlands District Council | Senior Regeneration Officer |
| James Leavesley | Stoke & Staffordshire LEP | Board Director |
| Jeremy Lowe | National Farmers Union (NFU) | Staffordshire NFU County Adviser |
| Jill Norman | Support Staffordshire | North Staffordshire Operations Manager |
| Karen Woolley | Federation of Small Businesses (FSB) | Development Manager |
| Mark Parkinson | Stoke & Staffordshire Local Enterprise Partnership (LEP) | Chief Executive |
| Martyne Manning | Stafford Borough Council | Senior Investment Manager |
| Matthew Shufflebotham | Staffordshire County Council | Senior Economic Development Officer |
| Matthew Hustwit | Staffordshire Chamber of Commerce and Stoke & Staffordshire Growth Hub | Growth Hub Team Leader and Funding & Finance Specialist Advisor |
| Paul Hodgkinson | Keele University | Associate Director for Programme and Project Delivery – Vice Chancellors Office |
| Polly Gibb | Women in Rural Enterprise (WiRE) | Director |
| Sam Hicks | Stoke & Staffordshire Local Enterprise Partnership (LEP) | Strategy Lead |
| Thomas Deery | East Staffordshire Borough Council | Enterprise Manager |

APPENDIX B: Learning Sources

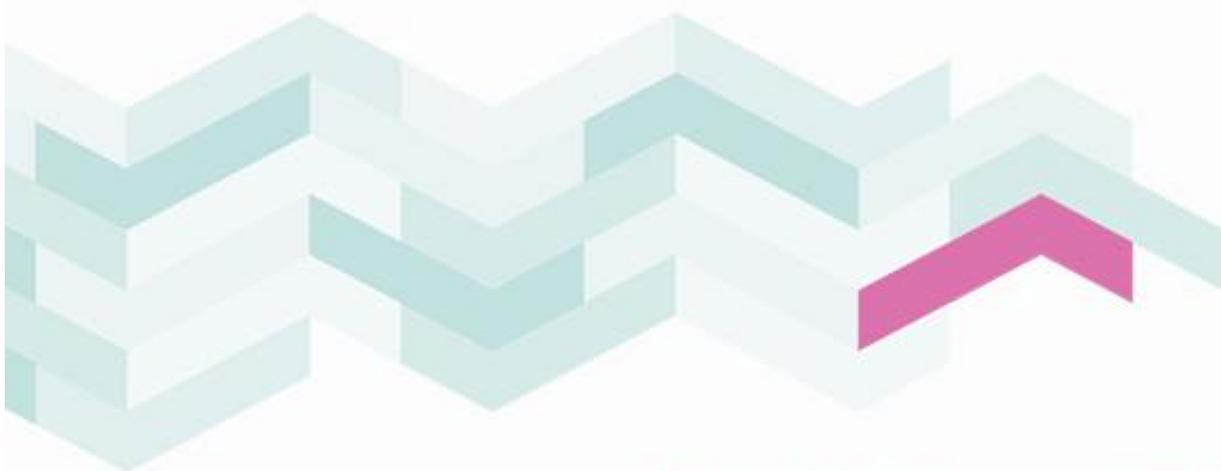
- Rural Services Network (RSN) and Institute of Economic Development **Rural Economy Toolkit** <https://www.rsnonline.org.uk/new-rural-economy-toolkit-to-support-missed-opportunity-around-rural-relevance-to-uk-productivity-and-prosperity> includes 'Rural Best Practice' examples including:
 - Borderlands Growth Deal (Low-Carbon Best Practice)
 - Broadband for the Rural North (B4N)
 - National Innovation Centre for Ageing
 - Transition Town Totnes
 - South West Mutual
- 'What Works Centre for Local Economic Growth' <https://whatworksgrowth.org/>

APPENDIX C: Key Performance Indicators

| Key performance Indicators for Staffordshire Rural Strategy | Geographical definitions | Latest data | Latest update | Frequency of updates | Source |
|--|---|-------------|---------------|----------------------|---|
| Economic Output (GVA) | Rural districts - DEFRA classification | £14,262m | 2018 | Annual | ONS, sub-regional GVA estimates |
| Productivity (GVA per hour worked) | Rural districts - DEFRA classification | £35,102 | £2,018 | Annual | ONS, sub-regional GVA estimates |
| Business start up rate (no. business births per 1000 working age population) | Rural districts - DEFRA classification | 6.1 | 2019 | Annual | ONS, Business demography |
| Business 3-year survival rate (%) | Rural districts - DEFRA classification | 55.6 | 2019 | Annual | ONS, Business demography |
| Broadband coverage at 100 Mbps - % residential properties | Rural - Ofcom definition | 20 | 2020 | Annual | Ofcom, connected nations |
| Broadband coverage at 100 Mbps - % commercial properties | Rural - Ofcom definition | 12 | 2020 | Annual | Ofcom, connected nations |
| Total jobs | Rural Lower Super Output Areas - DEFRA classification | 110k | 2019 | Annual | ONS, Business Register Employment Survey |
| Agricultural jobs | Staffordshire | 10k | 2016 | Every few years | DEFRA survey of Agriculture |
| Visitor spend (£ per annum) | Staffordshire | £1.3bn | 2018 | Annual | Research report on economic impact of tourism |



Staffordshire Rural Economic Strategy Evidence Base



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TABLE OF CONTENTS

| | | |
|----|--|----|
| 1. | Introduction..... | 3 |
| 2. | Overview and SWOT Analysis | 6 |
| 3. | Economic Output and Productivity..... | 9 |
| 4. | Business and Enterprise | 15 |
| 5. | People: Population, Employment and Skills..... | 17 |
| 6. | Place: Housing, Broadband and Deprivation..... | 25 |
| | APPENDIX A: Data Sources..... | 28 |
| | APPENDIX B: Data Tables | 29 |
| | APPENDIX C: Sector Insights | 36 |

Warwick Economics & Development (WECD)
www.w-eed.com
2 Snow Hill
Birmingham
B4 6GA
Tel: 0121 231 3425



Warwick Economics & Development Ltd. is registered in England and Wales no. 7531279.
VAT Registration No: 116732721

1. Introduction

Purpose and Context

- 1.1. This document brings together the existing evidence base to inform the development of a Staffordshire rural economy strategy. For the purposes of this work, Staffordshire includes Stoke-on-Trent. Most of the evidence is 'pre-Covid' although some recent data is included to try to bring out the potential effects of the pandemic and the response to it.

Spatial Definition and Presentation of Data

- 1.2. The data are presented in two different ways and the definitional difference between the two is important. The difference hinges on how to define 'rural'. Back in 2015, when a similar exercise was carried out, the definition of rural Staffordshire was based on DEFRA's 2011 Rural Urban Classification (RUC 2011) of local authorities¹. This classified Staffordshire Moorlands as 'Largely Rural' and Stafford, East Staffordshire, South Staffordshire, Cannock Chase, and Lichfield as 'Urban with Significant Rural'. This approach makes a lot of sense in terms of data availability as there are good sources available at Local Authority level but is a relatively crude definition of the rural economy.
- 1.3. WECD have updated many of the same datasets that were presented in 2015 at Local Authority level but have also gone a step further to look at a more precise, granular definition of the rural economy. At the most basic geographical building block are Output Areas, each of which has a DEFRA classification on the urban-rural scale. In Staffordshire, the spread of classifications is as follows (Table 1):

Table 1: Output Areas in Staffordshire (based on the census of 2011)

| Classification | Description | Number |
|----------------|-----------------------------------|--------|
| A1 | Urban major conurbation | 502 |
| C1 | Urban city and town | 2450 |
| D1 | Rural town and fringe | 307 |
| E1 | Rural village | 194 |
| F1 | Rural hamlets, isolated dwellings | 157 |

- 1.4. There is very little data available at the level of Output Areas apart from the census, and 2011 census data is not presented in this report as it is all too dated now to be of much relevance. However, by grouping Output Areas into larger geographies (Lower-layer and Middle-layer Super Output Areas), some data sets start to become available. By looking at the 'average' urban-rural classification across these broader levels of geography, they can also be classified as rural or not. Geographies where the average classification is more rural than 'Urban City and town' are assumed to be rural, and this creates the following composition of the different geographies that can be used (Table 2):

¹ <https://www.gov.uk/government/statistics/local-authority-rural-urban-classification>

Table 2: Different geographical definitions within Staffordshire, 2019

| | Rural | Non rural | Total |
|---------------------|--------------|------------------|--------------|
| Output Areas | 658 | 2952 | 3610 |
| LSOA | 138 | 549 | 687 |
| MSOA | 46 | 97 | 143 |
| LA | 6 | 3 | 9 |

Note: Local Authority classifications are based on the reference noted above

Source: DEFRA classifications combined with ONS lookup files

- 1.5. The main conclusion from this is that the lower level of disaggregation can give a more refined definition of rural, but that this is much smaller than that based on just Local Authorities. Around a fifth of Output Areas are rural according to the above definition and a similar proportion of Lower-layer Super Output Areas. At Middle-layer level, the proportion is a bit higher as there are more areas that average out as being on the rural side of the C1 split in Table 1, while at Local Authority level, rural accounts for much more.
- 1.6. Table 3 shows how these differences manifest themselves in a key data set, by looking at the level of employment in rural Staffordshire according to the two different definitions. Taking a more refined view of the definition of rural means that rural employment accounts for less than a quarter of Staffordshire employment rather than nearly 60 per cent if just based on Local Authorities.

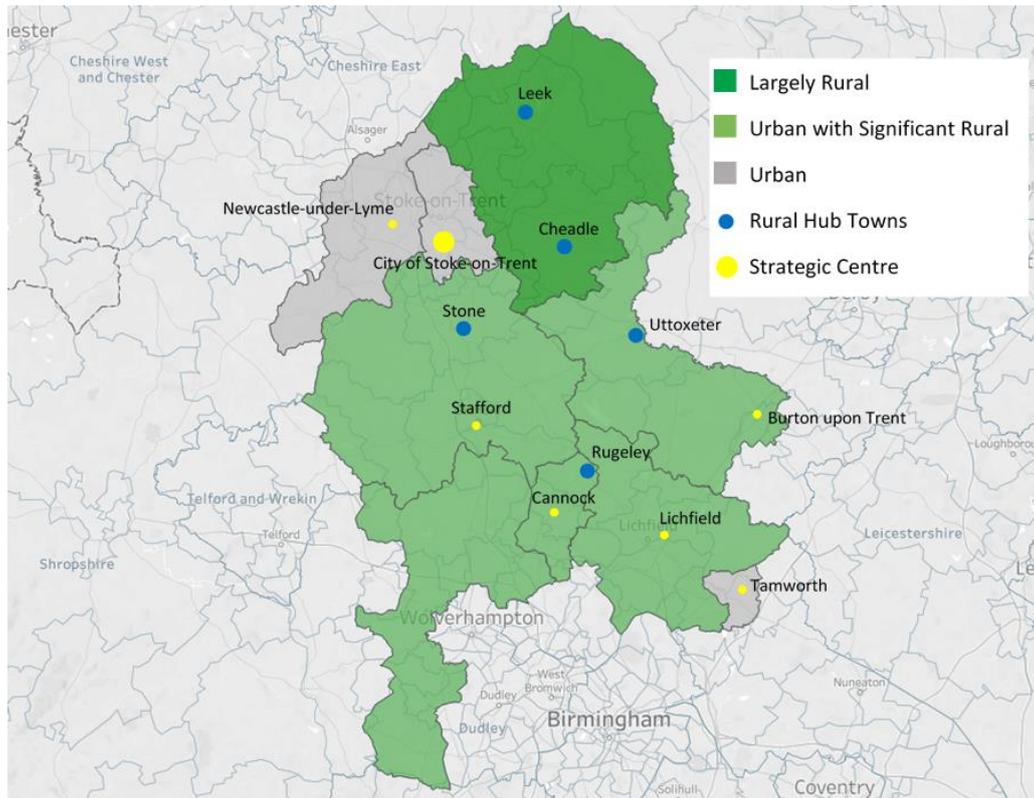
Table 3: Rural employment in Staffordshire, by alternative definitions, 2019

| | LSOA basis | LA basis |
|-------------------------------|-------------------|-----------------|
| Rural | 110,055 | 276,975 |
| All Staffs & Stoke | 470,000 | 470,000 |
| % rural | 23.4 | 58.9 |

Source: BRES, ONS

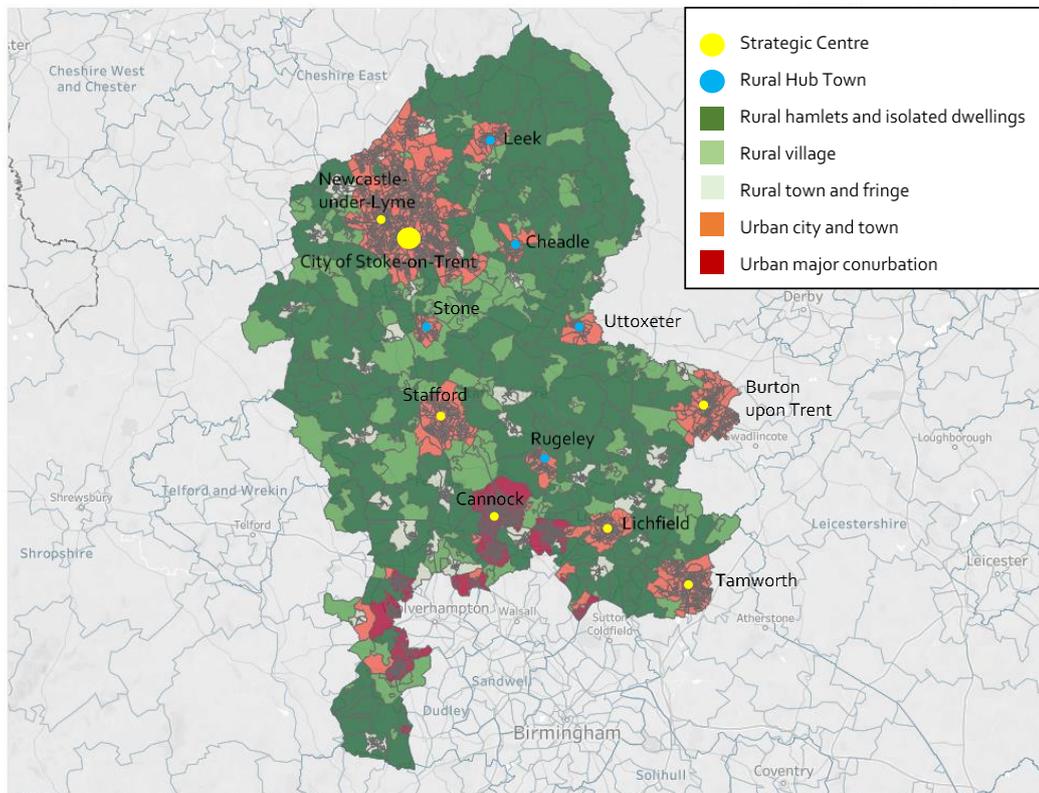
- 1.7. The alternative spatial definitions are shown below in Figures 4a and 4b. Our approach has been to use the more granular definition (figure 4b) where good data is available, but to give a comprehensive picture of rural Staffordshire by also using data based on local authority district areas (figure 4a). There are other dimensions that we do not consider here, such as the role of the Rural Hub Towns, but these are considered separately in stand-alone summaries.
- 1.8. Further detail on the main data sources used is at Annex A, while tables of all the data used in this document are available separately.

Figure 4a: Rural Staffordshire as defined by local authority districts



Source: DEFRA definitions

Figure 4b: Rural Staffordshire as defined by Lower-layer Super Output Areas



Source: DEFRA definitions

2. Overview and SWOT Analysis

- 2.1. Approximately 80 per cent of Staffordshire can be considered rural and the county has a rich and diverse rural asset base that plays an important role in the county economy and that of the Stoke-on-Trent city region.
- 2.2. In 2018, Staffordshire's rural districts (Staffordshire Moorlands, Stafford, East Staffordshire, South Staffordshire, Cannock Chase, and Lichfield) generated £14.3bn of economic output (Gross Value Added, GVA), accounting for 61 per cent of total economic output in Staffordshire (including Stoke-on-Trent). Productivity (GVA per hour worked) is also higher in the rural districts than the Staffordshire average (by just under 2 per cent).
- 2.3. Rural Staffordshire is home to a large and diverse rural business base extending beyond land-based industries such as farming and forestry, with manufacturing the largest sector of employment, and significant construction and service industries. Nearly 70 per cent of registered businesses in Staffordshire (27 thousand) are located in the rural districts, employing nearly 277 thousand (58.9 per cent of all Staffordshire jobs).
- 2.4. The rate of jobs growth in rural Staffordshire between 2015 and 2019 was significantly higher than the Staffordshire average (5.7 per cent compared to 3.1 per cent) and above the England average (5 per cent). Jobs growth occurred across most sectors of the rural economy with the strongest rates of growth in the most significant sectors of employment: manufacturing (particularly the manufacture of machinery and equipment), accommodation and food services, and transport and storage. The main sector of future jobs growth across Staffordshire is expected to be in Health and Social work.
- 2.5. Agriculture continues to be a significant sector of employment, with DEFRA identifying nearly 10 thousand jobs in Staffordshire in 2016 (latest available data), representing nearly a quarter of agricultural employment in the West Midlands which fell by 0.5% between 2016 and 2019.
- 2.6. The rate of new business formations in the rural districts is slightly higher than the Staffordshire average (2019 data) but significantly lower than the England average. However, business survival rates in Staffordshire, including rural areas, are higher than the England average.
- 2.7. Population estimates show a higher rate of population growth in rural areas than the Staffordshire average, and an older population profile with a higher proportion, that is growing, aged 65 and above.
- 2.8. Rural residents are relatively well-qualified with 42 per cent qualified to at least NVQ4 level, an increase since 2015. This is reflected in a relatively senior profile of resident employment and slightly higher than average earnings amongst rural residents. Those working in rural areas tend to earn slightly less than average, and housing affordability (the ratio of median house prices to median earnings) is slightly lower than the Staffordshire average and has worsened in recent years.
- 2.9. In 2019/20 the resident employment rate in rural districts was higher than the Staffordshire and England averages (80.5 per cent) including a higher rate of self-employment (11.1 per cent). Claimant unemployment has risen sharply since the Covid-19 pandemic emerged and at a higher rate than the Staffordshire and England averages although the rate is slightly lower having risen from a lower base. The sharper rate of increase probably reflects the greater

significance of harder-hit sectors to rural employment including hospitality, transport, and manufacturing.

2.10. Rural broadband coverage is more limited than urban, particularly at higher speeds (<= 100 Mbps). Residential properties tend to have much better levels of connectivity than commercial premises.

2.11. A SWOT analysis informed by the data analysis presented in this report and qualitative sources including insights obtained from stakeholder consultations is summarized in Figure 2.1.

Figure 2.1: Summary SWOT Analysis

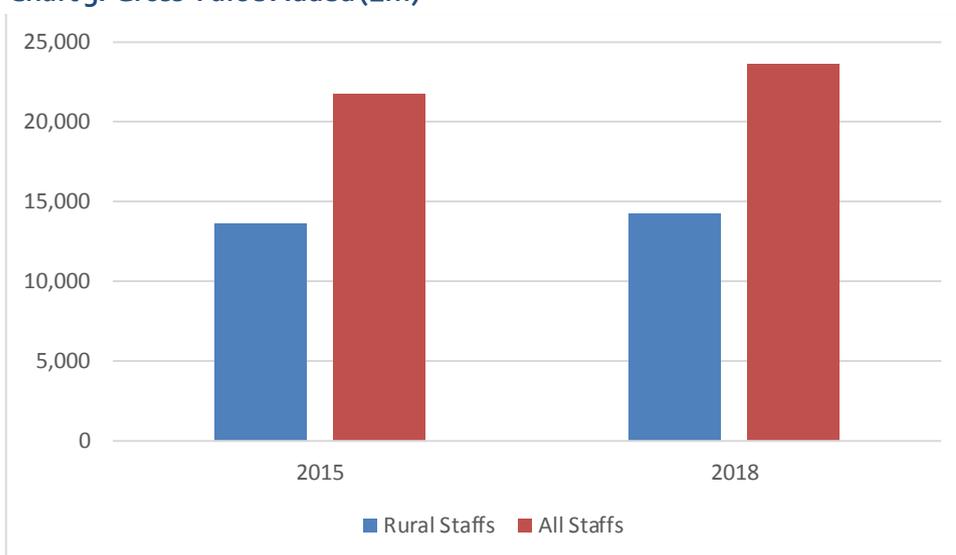
| Strengths | Weaknesses |
|---|---|
| <ul style="list-style-type: none"> • Centrally located in the country between the Birmingham and Manchester conurbations and well-connected by motorway and rail • A diverse rural economy across primary industries, manufacturing, construction, services and visitor economy with high rates of employment growth • Significant farming and food and drink processing (particularly brewing) sectors • A base of large companies including fast growing and global companies • A rich natural resource base, high quality landscapes and heritage assets and large visitor attractions e.g. Alton Towers • A large, highly-qualified, skilled workforce • A strong University (Keele, Staffordshire and nearby Harper Adams) and Further Education base (Staffordshire College and nearby Reaseheath) • A network of five 'Rural Hub Towns' offering employment sites and growth opportunities | <ul style="list-style-type: none"> • Productivity constraints in agriculture and manufacturing • A limited connection between local food production and consumption • An ageing agricultural workforce and succession issues in farming • Limited levels of new enterprise formation • Gaps in broadband coverage, particularly at higher connection speeds (>=100Mbps), for commercial and residential properties • Weaknesses in internal transport connections, including public transport • Limited supply of employment sites and premises including food ready units, commercial starter units, flexible office space and 'grow-on' space • Limited accredited tourism accommodation • Seasonal, low paid employment • Issues around housing affordability and access, particularly for younger households |
| Opportunities | Threats |
| <ul style="list-style-type: none"> • Investment in agri-tech skills (Agri-STEM Academy at Rodbaston) and investment opportunities in agri-tech • Growing interest food security, ethical and 'local foods' • Growth markets for innovative health technologies and low carbon goods and services including opportunities in micro-energy generation • Increased demand for 'staycations', outdoor leisure and 'green tourism' • Increased demand for rural living and working and for local products and services • Increased community engagement, since the Covid-19 pandemic • Potential for manufacturing supply chain 'near-shoring' investment since EU Exit • HS2 supply chain and connectivity gains • West Midlands Strategic Rail Freight Interchange at M6 J12 | <ul style="list-style-type: none"> • Risk of sustained damage to key sectors including hospitality, non-essential retail, manufacturing and the Rural Hub Towns due to the Covid-19 pandemic • Risks presented by EU Exit to farming and manufacturing supply chains • Ageing and succession issues in farming • Risks of delayed or insufficient adaptation to trends in demand including the needs of a large and growing elderly population, competitiveness pressures, technology developments (including digital and low carbon) and policy changes • Constraints on the supply of employment sites and premises and residential sites limit regeneration opportunities • Limited availability of investment finance and limited investment propositions, including business propositions, limit growth • Further decline of rural services |

3. Economic Output and Productivity

Economic Output

- 3.1. Data are available at district level to enable an estimate of the economic output (Gross Value Added, GVA) of the Staffordshire area, and the rural component of this based on the district-level rural definition. Chart 5 shows this for the latest available data, 2018, and compares to 2015. Rural Staffordshire accounts for £14.3bn representing 61 per cent of all Staffordshire GVA in the latest figures, although between 2015 and 2018, the increase in GVA was proportionally higher for all Staffordshire (8.7 per cent compared to 4.7 per cent for rural Staffordshire, although both were less than the England average of 11.7 per cent).

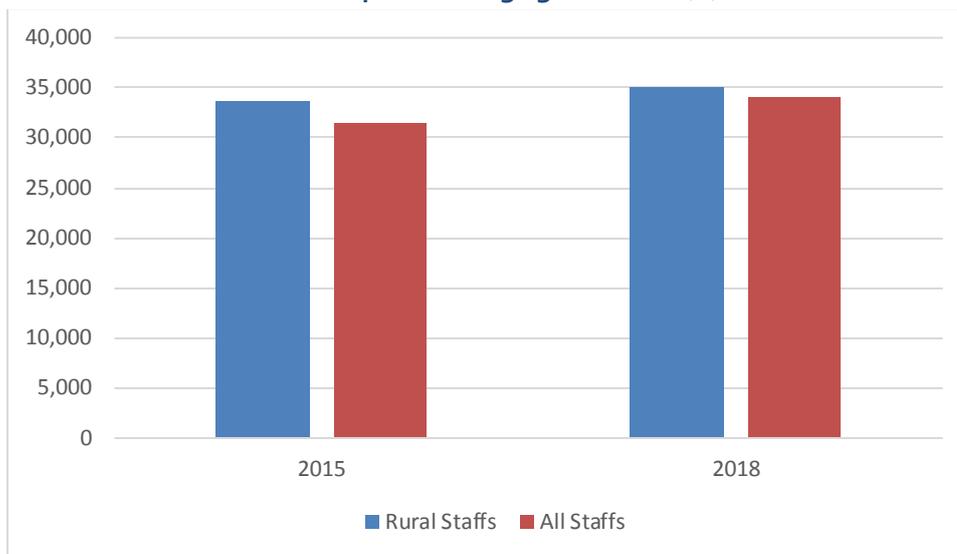
Chart 5: Gross Value Added (£m)



Source: ONS (district-based)

- 3.2. Another common way of looking at GVA is to use a measure relative to the working age population and Chart 6 shows this. Average GVA on this basis for rural Staffordshire is just over £35 thousand per person, about 3 per cent higher than for all Staffordshire, although the difference has narrowed between 2015 and 2018. GVA per working age resident has risen by 4.3 per cent in rural Staffordshire and by 8.3 per cent in the whole area. By comparison, it rose by just over 10 per cent across England.

Chart 6: Gross Value Added per working age resident (£)

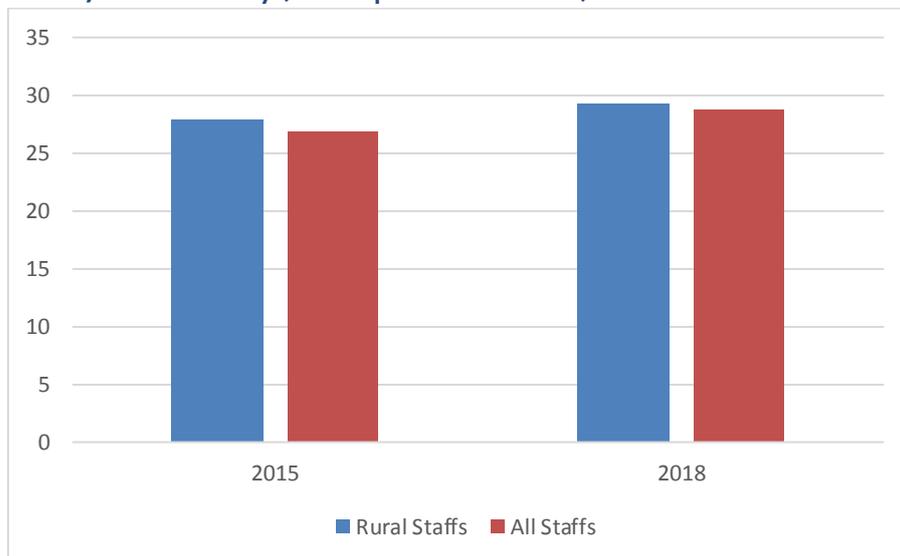


Source: ONS (district-based)

Productivity

3.3. GVA per hour worked, a key measure of productivity, is shown in Chart 7. Productivity per hour worked is slightly higher (just under 2 per cent higher) in rural Staffordshire, although productivity has increased slightly more in all Staffordshire (6.6 per cent compared to 4.6 per cent in rural Local Authorities).

Chart 7: Productivity (£ GVA per hour worked)



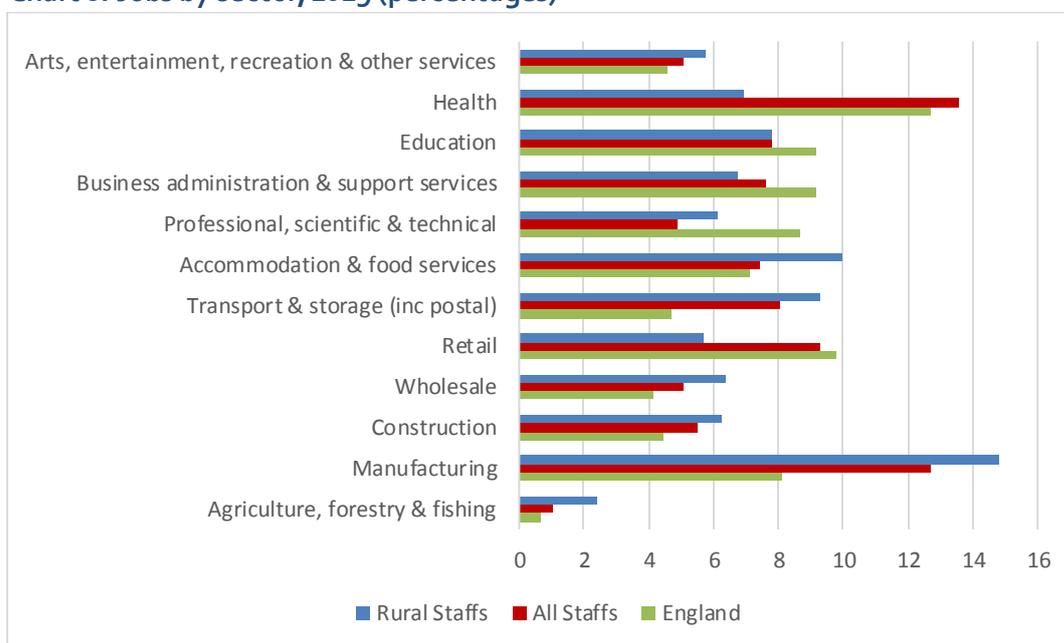
Source: ONS (district-based)

4. Sector composition

Sector Profile of Employment

4.1 The jobs profile of rural Staffordshire can be seen compared to all Staffordshire and to England in Chart 8 below. There are 110 thousand jobs in rural Staffordshire (based on the more granular definition of rural Staffordshire - see Table 3). Within these, Manufacturing emerges as an obvious strength, with some 80 per cent more jobs (relative to the total number in each area) than across England as a whole. Pursuing this further in more detailed industrial data shows that the main employing category is the manufacture of machinery and equipment, which will cover the work of JCB, among others. Conversely the proportion of jobs in Health is a lot lower than in all Staffordshire. Other strengths for rural Staffordshire are in Accommodation and food services and in Transport and storage.

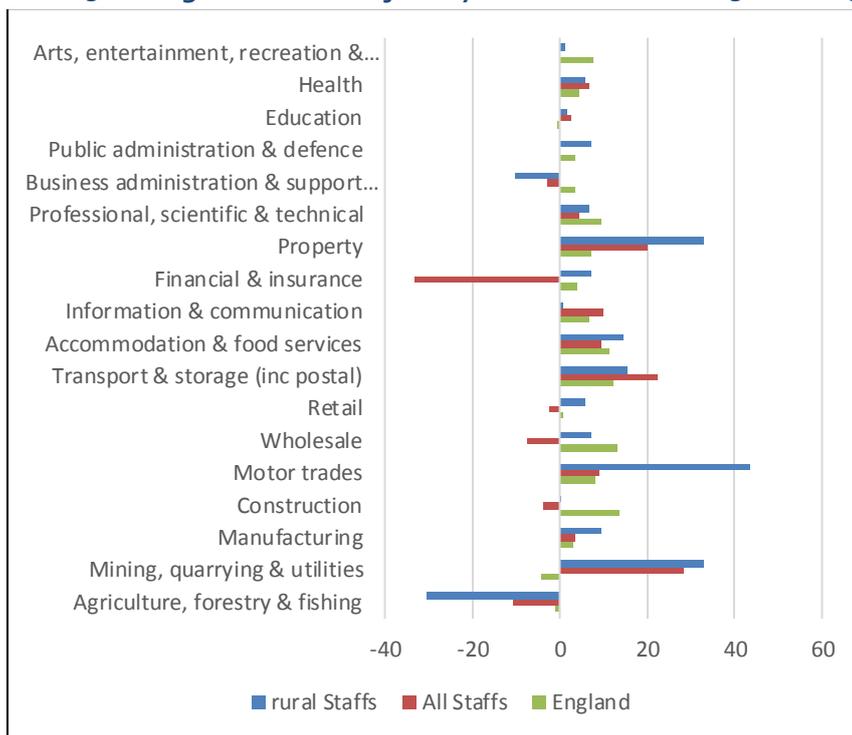
Chart 8: Jobs by sector, 2019 (percentages)



Source: Business Register and Employment Survey, ONS (LSOA based)

4.2 Chart 9 examines how the number of jobs in each sector has changed over time. In this period, there has been a steady increase in employment, such that the majority of bars on the chart are to the right, showing an absolute increase. The largest increases have been in Motor trades (more than 40 per cent), Property, and Mining, quarrying and utilities (both with increases of around a third). Meanwhile the largest fall in employment is Agriculture, fisheries, and food (although this is not completely reliable – see Table 11 and accompanying description below).

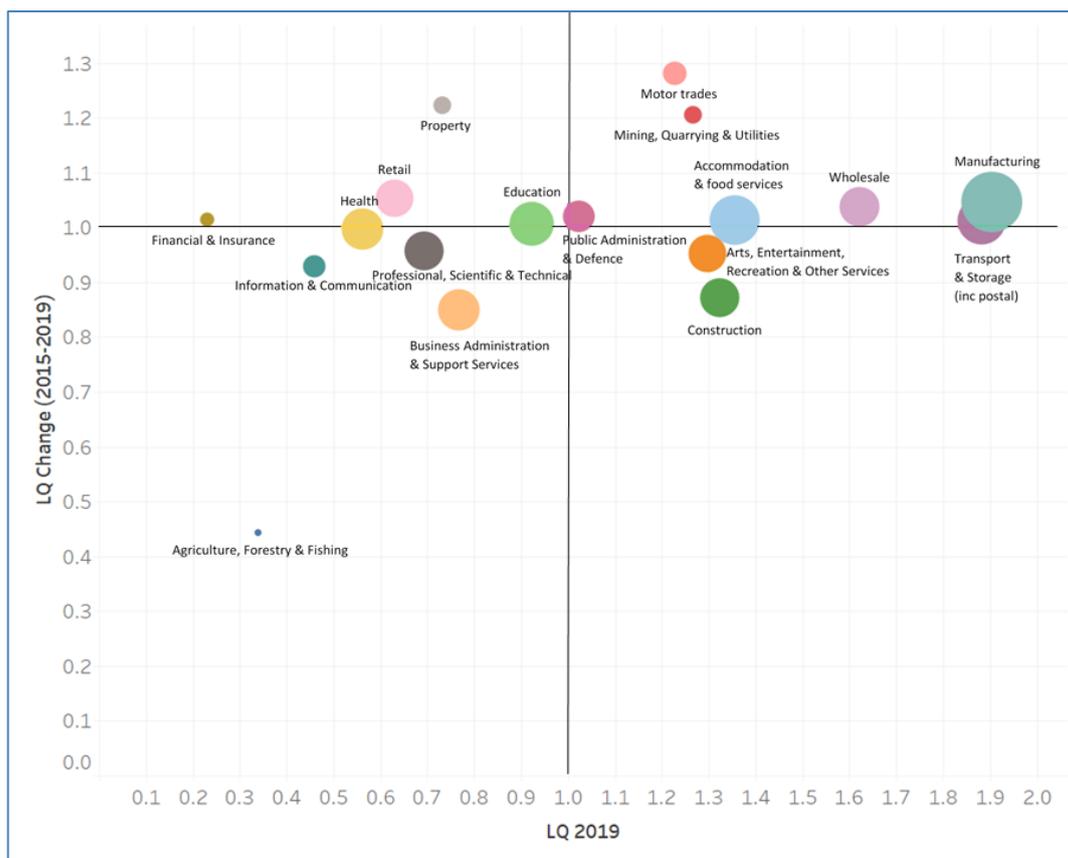
Chart 9: Change in number of jobs by sector between 2015 and 2019 (percentages)



Source: Business Register and Employment Survey, ONS (LSOA based)

4.3 Chart 10 brings together the data on jobs in a standard economic form, of location quotients. The x-axis shows the relative importance of sectors compared to the England average, while the y-axis shows the change in this between 2015 and 2019 (with no change represented as 1) and the size of the bubble is proportional to the number of jobs in that sector. This means that the top right segment is the important group of sectors which are both relatively strong and also growing, including the largest sectors in terms of jobs: Manufacturing, Accommodation and food services and Transport and storage. The top left group of businesses are relatively small sectors in terms of numbers of jobs, but have grown in the last few years, for example Property is also shown growing in Chart 9.

Chart 10: Location quotients for rural Staffordshire



Source: Business Register and Employment Survey, ONS (LSOA based)

4.4 The sources used to present jobs in Agriculture are not robust at low levels of geography and Table 11 instead focusses on jobs in agriculture, using a source designed for that purpose. This is not specifically for rural Staffordshire, even though the jobs would presumably nearly all be in rural areas. Employment surveys covering all industries would be liable to miss some of these jobs, such as casual workers and some part-time partners, directors and spouses, so this can be considered to give a better overview of the jobs in Agriculture in Staffordshire.

Table 11: Employment in agriculture

| | Farmers, partners, directors and spouses full time | Farmers, partners, directors and spouses part time | Salaried managers | Regular workers full time | Regular workers part time | Casual workers | Total labour |
|----------------------------------|--|--|-------------------|---------------------------|---------------------------|----------------|--------------|
| Staffordshire 2016 (latest data) | 2 887 | 2 534 | 189 | 1 119 | 746 | 2 482 | 9 956 |
| West Midlands 2016 | 12 009 | 11 279 | 1 205 | 5 167 | 3 145 | 10 084 | 42 890 |
| West Midlands 2019 | 12 543 | 11 632 | 1 273 | 4 797 | 3 133 | 9 283 | 42 660 |
| % change West Midlands 16-19 | 4.3 | 3 | 5.3 | -7.7 | -0.4 | -8.6 | -0.5 |
| Absolute change W Midlands 16-19 | 534 | 353 | 68 | -370 | -12 | -801 | -230 |
| Staffs as % of W Midlands 2016 | 24 | 22.5 | 15.6 | 21.7 | 23.7 | 24.6 | 23.2 |

Source: DEFRA survey of agriculture, 2016

4.5 More detailed insights into the agriculture, manufacturing and logistics sectors is provided in Appendix C.

Sector Projections

4.6 Some estimates have been made available by the County Council for the Stoke-on Trent and Staffordshire Local Enterprise Partnership area, which look at forecasts of which sectors may grow in employment terms over time and it is interesting to compare to the charts above. Table 12 presents these forecasts. Health and Social Work employment growth is likely to figure highly in many areas as the population of older age groups increases and this is the main forecast increase in Staffordshire, with a projected increase of more than 6 thousand jobs between 2017 and 2027.

Table 12: Forecasts of jobs by sector, Stoke and Staffordshire LEP area, 2017-2027 (000s of jobs)

| | 2007 | 2012 | 2017 | 2022 | 2027 | Growth 2017-27 |
|----------------------------|------------|------------|------------|------------|------------|-------------------|
| Health and social work | 57 | 65 | 75 | 78 | 81 | 6.2 |
| Support services | 37 | 42 | 38 | 40 | 42 | 3.8 |
| Professional services | 22 | 24 | 31 | 33 | 34 | 2.4 |
| Accommodation and food | 28 | 27 | 37 | 36 | 39 | 2.4 |
| Transport and storage | 30 | 31 | 40 | 41 | 43 | 2.4 |
| Arts and entertainment | 13 | 16 | 17 | 17 | 18 | 1.6 |
| Construction | 39 | 33 | 34 | 34 | 35 | 0.9 |
| Information technology | 11 | 9 | 12 | 13 | 13 | 0.8 |
| Other services | 14 | 14 | 20 | 21 | 20 | 0.3 |
| Real estate | 7 | 6 | 6 | 6 | 6 | 0.3 |
| Water and sewage | 2 | 3 | 3 | 3 | 3 | 0.2 |
| Media | 2 | 2 | 2 | 2 | 2 | 0 |
| Electricity and gas | 1 | 1 | 1 | 1 | 1 | 0 |
| Mining and quarrying | 1 | 1 | 0 | 0 | 0 | 0 |
| Engineering | 15 | 13 | 12 | 13 | 12 | -0.1 |
| Public admin and defence | 23 | 21 | 17 | 17 | 17 | -0.2 |
| Education | 38 | 44 | 38 | 38 | 38 | -0.2 |
| Agriculture | 6 | 9 | 7 | 6 | 6 | -0.4 |
| Food, drink and tobacco | 8 | 8 | 9 | 8 | 8 | -0.5 |
| Finance and insurance | 12 | 8 | 9 | 9 | 9 | -0.6 |
| Wholesale and retail trade | 86 | 89 | 91 | 90 | 89 | -1.7 |
| Other manufacturing | 46 | 37 | 41 | 38 | 36 | -5 |
| All Industries | 497 | 502 | 540 | 544 | 553 | 12.6 |

Source: Working futures employment forecasts, 2020

5. Businesses and enterprise

Business Base

5.1 Data on registered businesses is available at district level and Chart 13 below shows how the business population in rural Staffordshire compares to all Staffordshire. Rural districts account for nearly 70 per cent of total registered businesses in Staffordshire (27 thousand out of a total of 39 thousand), which means that on average these businesses have fewer employees given that rural districts account for some 60 per cent of jobs (Table 3). The number of registered businesses increased by around 7 per cent in rural Staffordshire and all Staffordshire.

Chart 13: Number of registered businesses

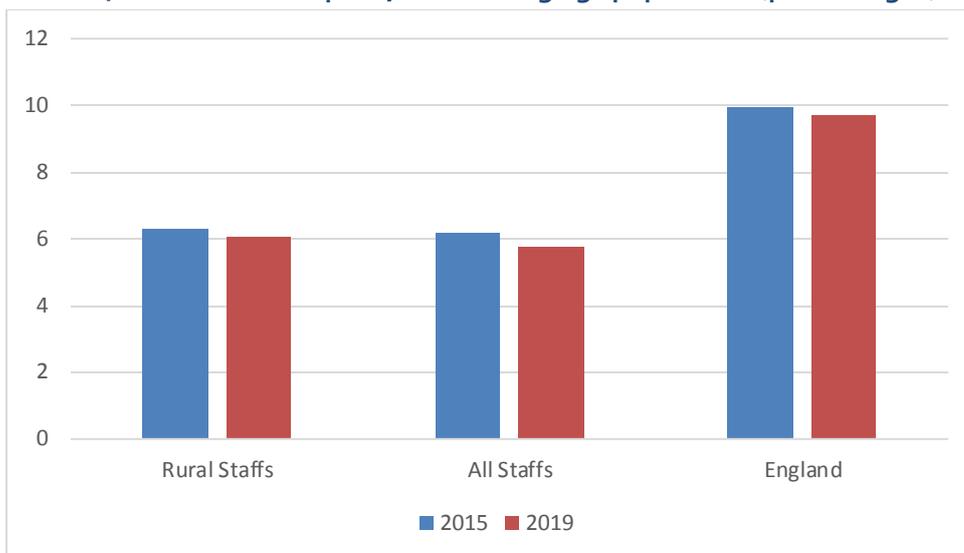


Source: UK Business, ONS (*district-based*)

Business Births and Survival Rates

5.2 The business population changes as new businesses are registered (for VAT and/or PAYE) and as existing businesses close. These, 'births and deaths' are also available at district level and Chart 14 shows the rate of business creation per 1,000 working age population. Rural Staffordshire saw 6.1 business births per thousand working age population, compared to 5.8 in all Staffordshire. The rate of business creation has fallen in all areas in recent years, with the rate for rural and all Staffordshire remaining significantly lower than for England.

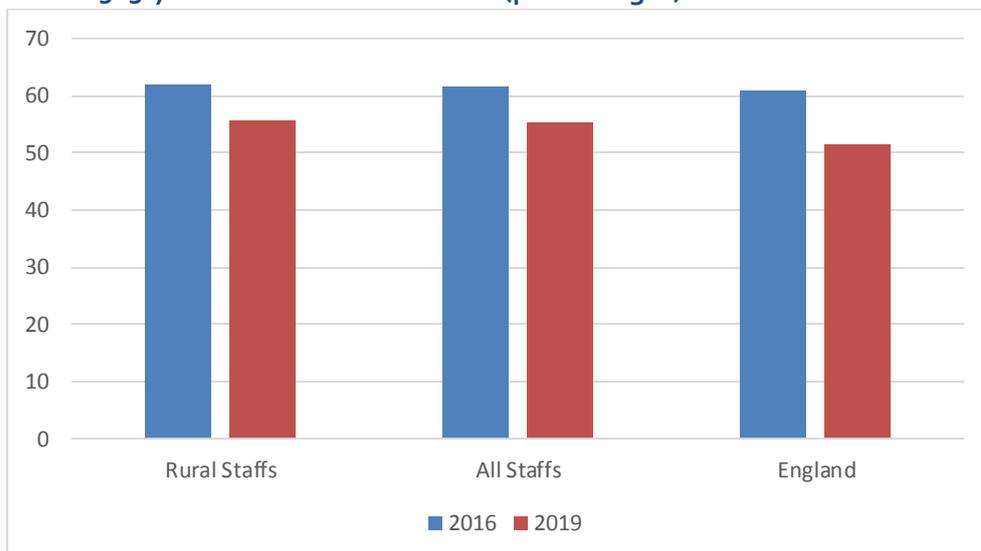
Chart 14: Business births per 1,000 working age population (percentages)



Source: *Business Demography, ONS (district-based)*

5.3 Chart 15 looks at the other side of the equation, business deaths. There are various ways of measuring this, but a common method is to look at the survival rate over a fixed period: the proportion of businesses that are still active, some years after being born. Chart 15 shows the 3-year survival rates for the same geographies. In rural Staffordshire, 56 per cent of businesses born in 2016 were still active in 2019, slightly higher than for all Staffordshire (55 per cent) and higher than for England (52 per cent). Survival rates fell in all three geographies between the 2013 cohort of businesses and the 2016 cohort, with the fall being greater across England as a whole.

Chart 15: 3-year business survival rates (percentages)



Source: *Business Demography, ONS (district-based)*

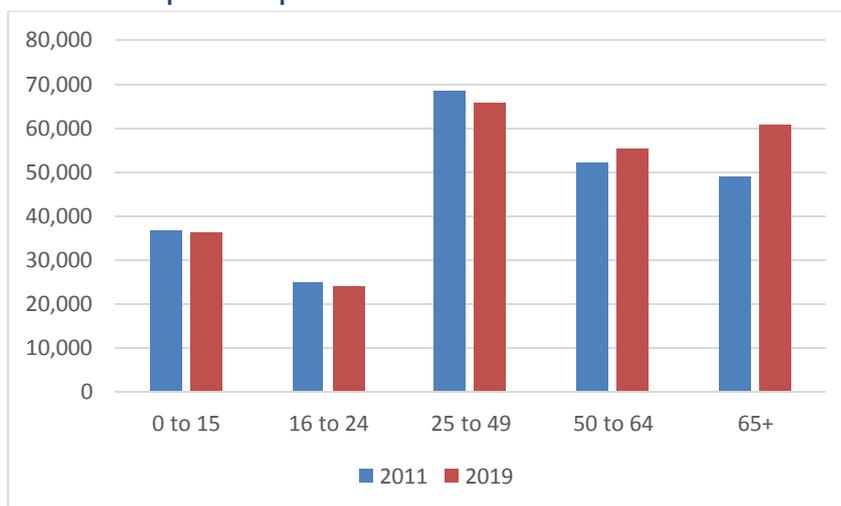
6. People: population, employment, skills

6.1. This section brings together a range of data about the individuals in Staffordshire and rural Staffordshire. One important distinction to make is that all the above data is about economic activity that happens in Staffordshire whereas this section is to do with the people who live in Staffordshire. The match between these two concepts is not perfect as some people from outside Staffordshire will commute in and generate economic activity inside Staffordshire, while conversely, some people who live in Staffordshire will commute out and generate economic activity elsewhere. The only source of data that can truly disentangle these effects is the census, but 2011 data is too old to help to interpret recent data.

Population

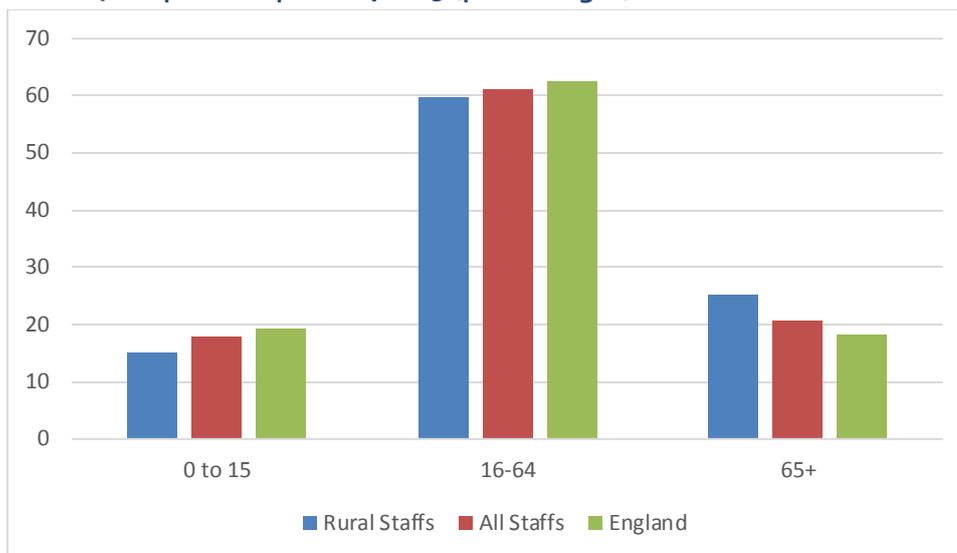
6.2. Chart 16 shows the population of rural Staffordshire on the more granular definition based on LSOAs and shows how this has changed since the census in 2011, according to the most recent estimates. This shows a rural Staffordshire population of just under a quarter of a million in 2019, up by nearly 5 per cent from 2011, compared to a population of 1.1 million for all Staffordshire in 2019, an increase of 3.4 per cent since 2011. The increase in the proportion of people in the oldest categories is quite large and is potentially quite significant for forward planning purposes. Similarly Chart 17 looks at how the current population in rural Staffordshire compares to all Staffordshire and to England. This shows that the population profile in rural Staffordshire is relatively older than in the comparison areas, as well as having aged relatively quickly as shown by Chart 16.

Chart 16: Population profile of rural Staffordshire



Source: ONS, census and population projections (LSOA based)

Chart 17: Population profiles, 2019 (percentages)



Source: ONS, population projections, 2019 (LSOA based)

Employment and Self-Employment

6.3. Of those of working age, the employment rate is the proportion that are working, so excludes those who are unemployed or inactive. Chart 18, using the district-based definition of rural Staffordshire, shows that the employment rate for rural Staffordshire stands at 80.5 per cent, higher than for all Staffordshire and higher than the England average (77.9 and 76.5 per cent respectively). The rise between 2015 and 2019 is also greatest for rural Staffordshire, rising by more than 5 percentage points compared with 4 for the whole of Staffordshire and 3 for the England average.

Chart 18: Employment rate 2014-15 and 2019-20 (percent)

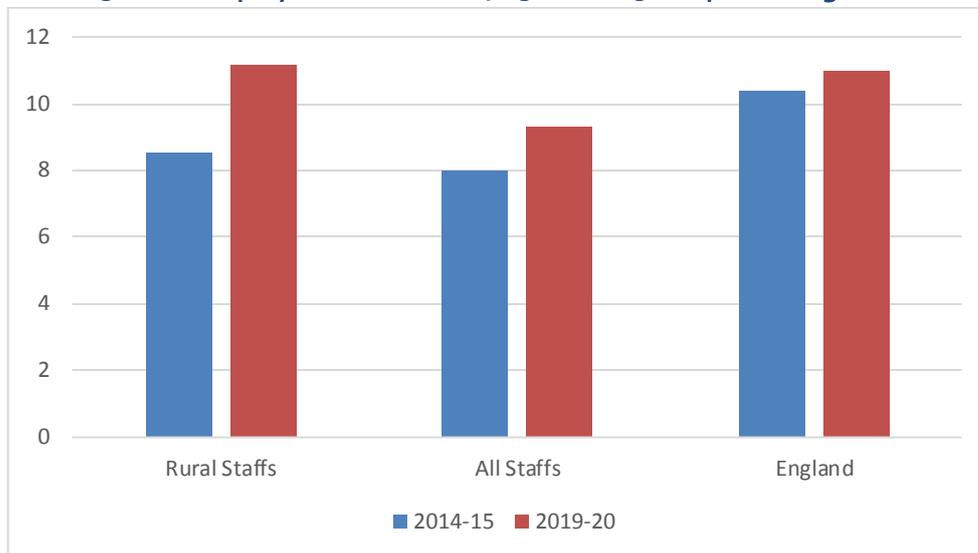


Source: Annual Population Survey, ONS (district-based)

6.4. Of those who are employed, the numbers of self-employed have increased between 2014-15 and 2019-20, as has been the case across England. Chart 19 shows that rural Staffordshire has a higher rate of self-employment than both Staffordshire all and the average across England at

11.1 per cent compared to 9.3 per cent and 11.0 per cent, respectively. As with the employment rate, the increase has also been greatest across rural Staffordshire, increasing from 8.5 per cent in 2014-15 to 11.1 per cent in 2019-20.

Chart 19: Self-employment rates 2014-15 and 2019-20 (percentages)

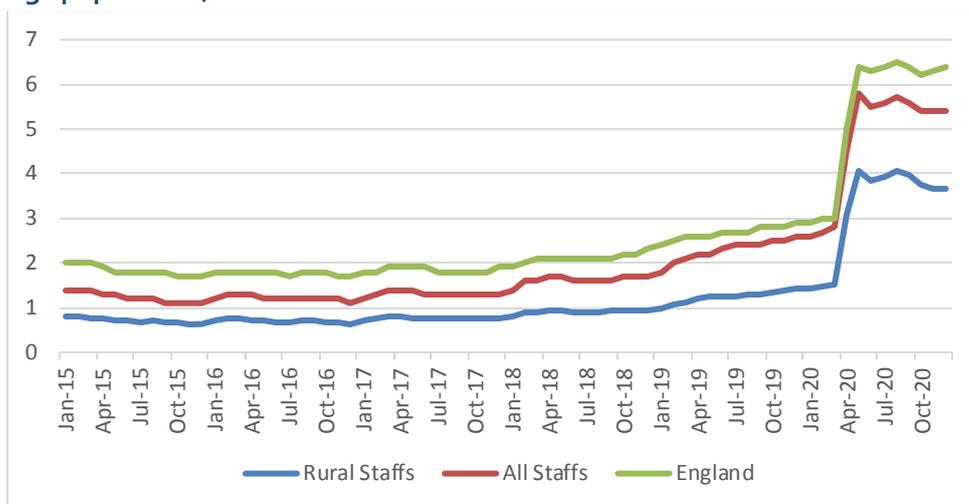


Source: Annual Population Survey, ONS (district-based)

Claimant Unemployment

- 6.5. A further labour market category to cover is claimant unemployment. Because a detailed data series is published regularly, this also has the advantage of showing recent data, affected by the pandemic, in this case up to the end of 2020.
- 6.6. Chart 20 shows the series of claimant count rates for rural Staffordshire as well as for all Staffordshire, based on the LSOA definition of rural Staffordshire. After being flat for the first 3 years of the series, the rate climbs slightly between 2018 and early 2020 before rising quickly as the effects of the pandemic hit around April 2020. Throughout the series, the claimant count rate is slightly lower in rural Staffordshire although because of this, the proportional increase through the pandemic is higher.

Chart 20: Claimant Count in rural and all Staffordshire, 2015-2020 (rate per 100 working age population)

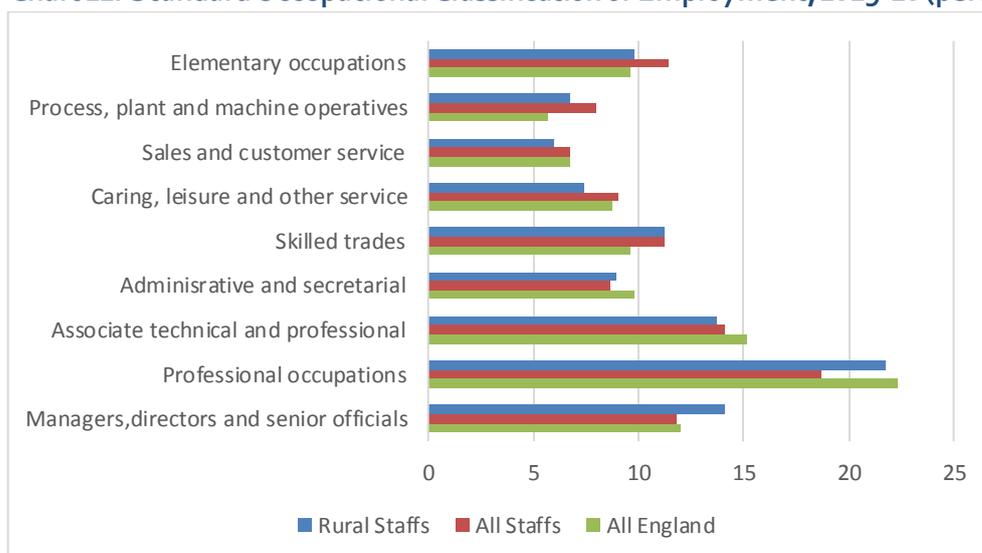


Source: DWP, NOMIS (ONS) (LSOA based)

Occupational Profile of Employment

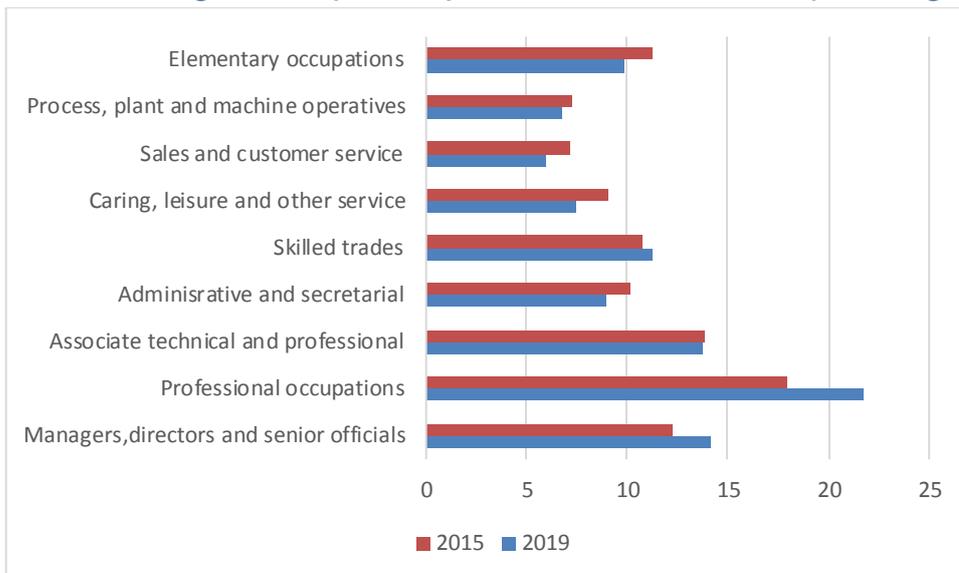
6.7. Data were presented earlier on the sectoral split of jobs in rural Staffordshire. It is also possible to look at the types of job carried out by rural residents, using Standard Occupational Classifications. This data is available at district level (as is also the case for charts 22-27) and, as described above is for jobs held by those who live in rural Staffordshire. Chart 21 shows that rural Staffordshire residents have a relatively senior profile of employment – with a higher proportion employed in senior roles and a smaller proportion in elementary and manual type roles. Chart 22 then shows the changes over the last few years, highlighting an increase in the proportion of residents employed in senior roles and a decrease in the proportion employed in more routine jobs.

Chart 21: Standard Occupational Classification of Employment, 2019-20 (percentages)



Source: Annual Population Survey, 2019-20 (district-based)

Chart 22: Changes in occupational profile in rural Staffordshire (percentages)



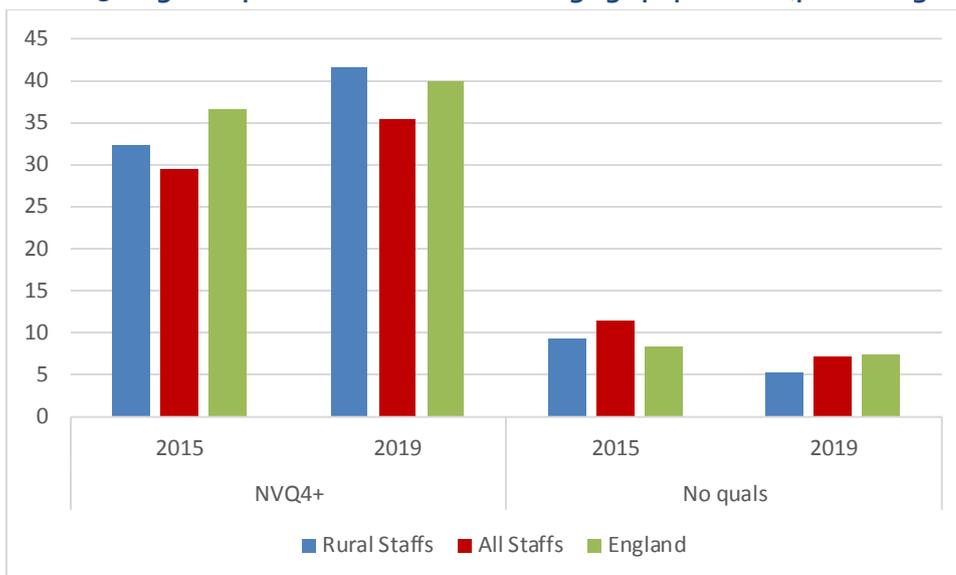
Source: Annual Population Survey, 2019–20 (district-based)

Working Age Qualification Levels

6.8. Part of the reason for the profile of jobs seen above can be explained by looking at levels of qualifications. Chart 23 looks at the top and bottom parts of the distribution of qualifications – the proportions qualified to at least Level 4 and those with no NVQ equivalent qualifications. Residents of rural Staffordshire are relatively well qualified, with higher proportions at the top of the qualifications’ distribution and lower proportions at the bottom end, compared to either all Staffordshire or the England average. 42 percent of rural Staffordshire residents are qualified to at least NVQ4, compared to 35.5 and 40 per cent respectively for all Staffordshire and England).

6.9. In all cases, the proportions qualified to L4+ has risen between 2015 and 2019, while the proportion with no qualifications has fallen. The largest rise in L4+ was in rural Staffordshire, while the improvements for the whole of Staffordshire were larger than for the England average.

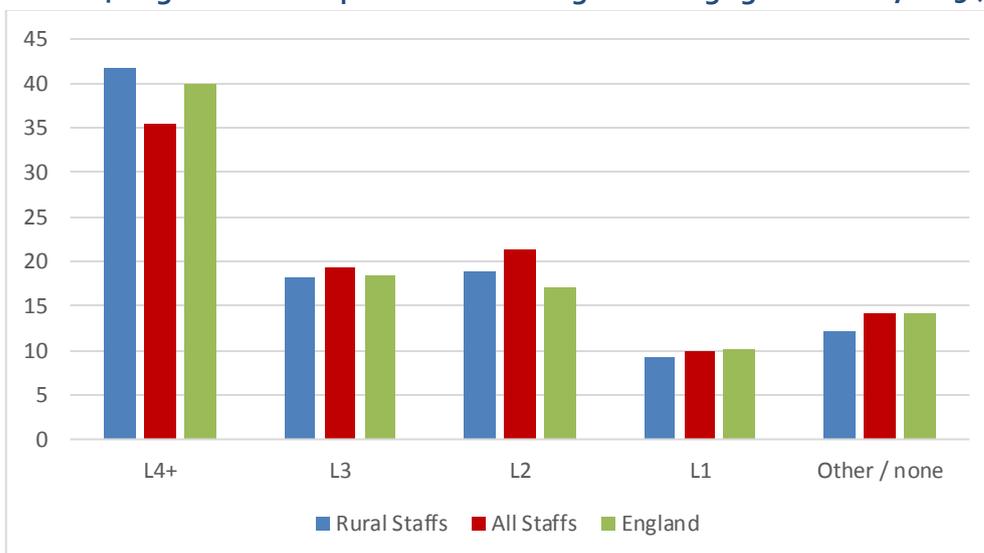
Chart 23: Highest qualification of the working age population (percentages)



Source: Annual Population Survey, ONS (district-based)

6.10. Chart 24 looks at a broader distribution of qualifications for Staffordshire and for England. As above, the working age population across rural Staffordshire is better qualified than all Staffordshire, and England while all Staffordshire lags both rural Staffordshire and England.

Chart 24: Highest level of qualification amongst working age residents, 2019 (percentages)



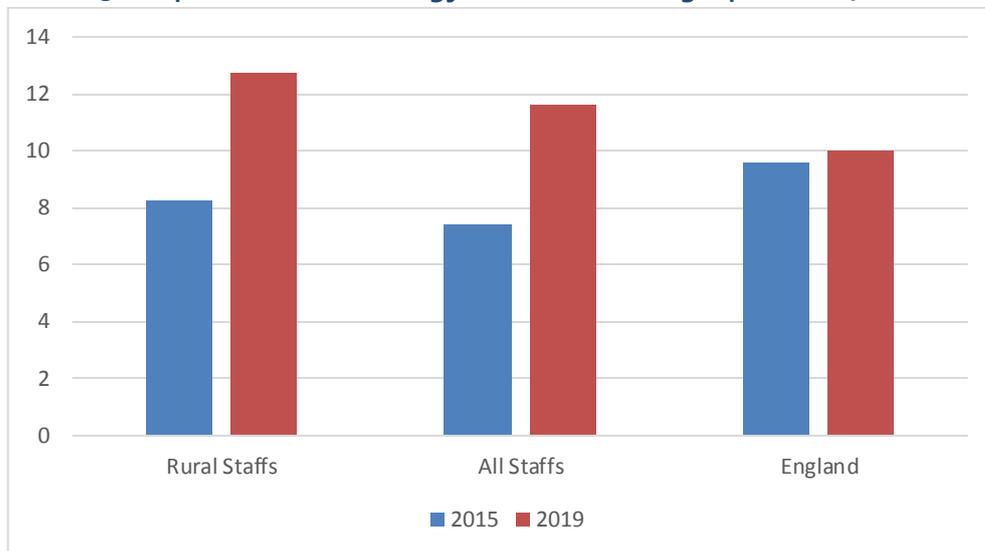
Source: Annual Population Survey, ONS (district-based)

Participation in Job-Related Training

6.11. As well as formal qualifications, job-related training can be an important part of employment and Chart 25 shows the results of a question about job-related training over the 4 weeks prior to the Annual Population Survey questionnaire. In 2019, nearly 13 per cent of rural Staffordshire residents had undertaken job related training in the previous 4 weeks, compared to less than 12 per cent for all Staffordshire and 10 per cent across England.

6.12. For both rural Staffordshire and all Staffordshire, the amount of job-related training has increased by much more than for England overall. While in 2015, job-related training was more common across England, by 2019 it was much more common in rural Staffordshire.

Chart 25: Proportions undertaking job related training in previous 4 weeks

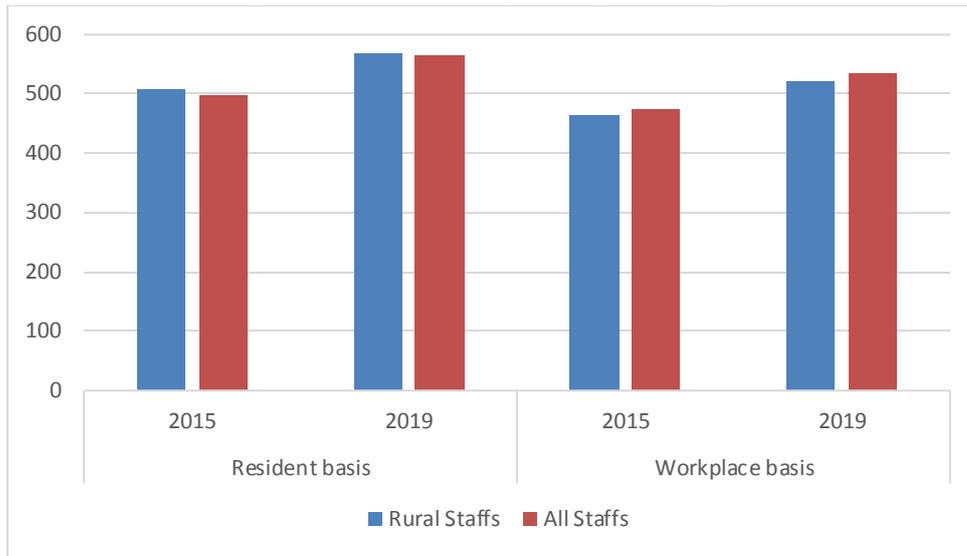


Source: Annual Population Survey, ONS (district-based)

Earnings

6.13. Another way of looking at jobs is to examine earnings from those jobs. Chart 26 shows how full time median gross weekly earnings have changed for rural Staffordshire between 2015 and 2019 and, again, compares to all Staffordshire. For this source of data, earnings in an area can either be based on all those who live in the area, or all those who work in the area and commuting patterns mean that these can be quite different at times. While residents in rural areas earn slightly more than residents across all Staffordshire (£569 compared to £565), those working in rural areas tend to earn slightly less (£522 compared to £535). The increases between 2015 and 2019 have been very similar at 12-13 per cent in all cases. This is a slightly higher increase than for England overall (11 per cent) although the England figure for average earnings is significantly higher, skewed by London.

Chart 26: Full time gross median weekly average earnings (£)



Source: Annual Survey of Hours and Earnings, ONS (district-based)

7. Place: housing, broadband and deprivation

Housing Affordability

7.1. Following on from Chart 26, which shows average earnings, it is possible to combine this with information on house prices to derive a measure of housing affordability, by taking the ratio of median house prices to median earnings. Chart 27 shows how this has changed between 2015 and 2019 for the three comparison areas. A higher figure means that housing is less affordable. Housing is slightly less affordable in rural Staffordshire than in wider Staffordshire (6.3 compared to 6.1), although more so than in England overall (as with wages, housing affordability in England tends to be skewed by very high house prices around London). Between 2015 and 2019, affordability has decreased in all areas, with decreases in rural Staffordshire and all Staffordshire larger than those in England as a whole.

Chart 27: Housing affordability in 2015 and 2019, ratio of house prices to average earnings

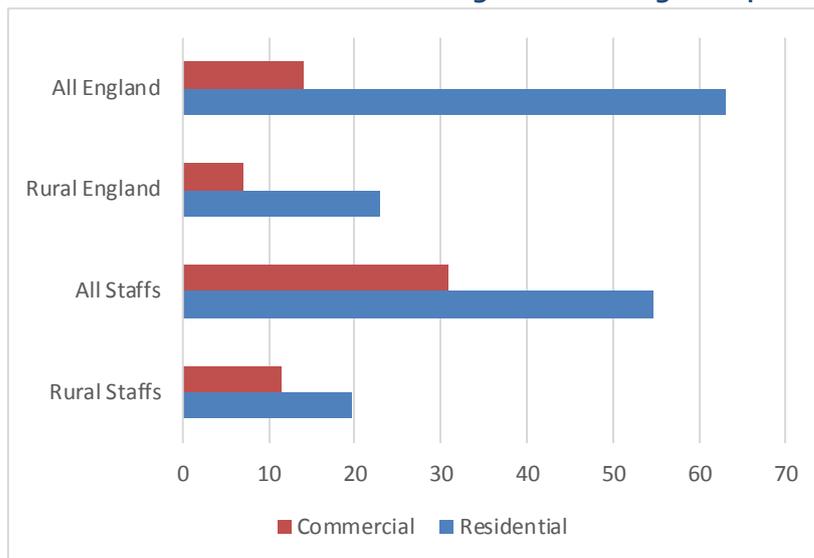


Source: Annual Survey of Hours and Earnings; house price statistics, ONS (district-based)

Broadband Coverage

- 7.2. A reliable internet connection is an important aspect of life, both for work and leisure, and has in the past been a concern for rural areas in particular, where coverage tends to be less reliable.
- 7.3. Chart 28 shows the proportion of premises, separately for residential and commercial, for which fixed broadband coverage of at least 100 Megabits per second is available. This is a relatively high threshold, but at lower levels such as 10 Mbs or 30 Mbs, coverage tends to be consistently high (as it is with availability of 4G mobile coverage), so this higher threshold allows for greater distinction between geographies.
- 7.4. The definition of rural Staffordshire in this case is different from anything else in this report, based on Ofcom classifications. The two main conclusions from the data are that residential premises tend to have much better connectivity than commercial premises (many of which may not need a high level of connectivity) and that rural areas do have lower connectivity than other areas.

Chart 28: Fixed broadband coverage at 100 Megabits per second, 2020 (percentages)

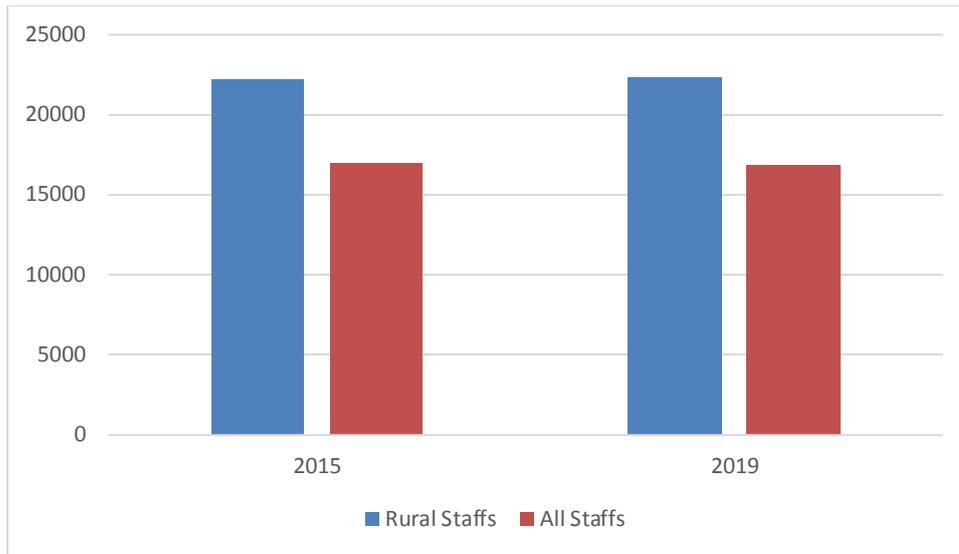


Source: *Connected Nations, Ofcom, 2020 (Ofcom definition of rural)*

Deprivation

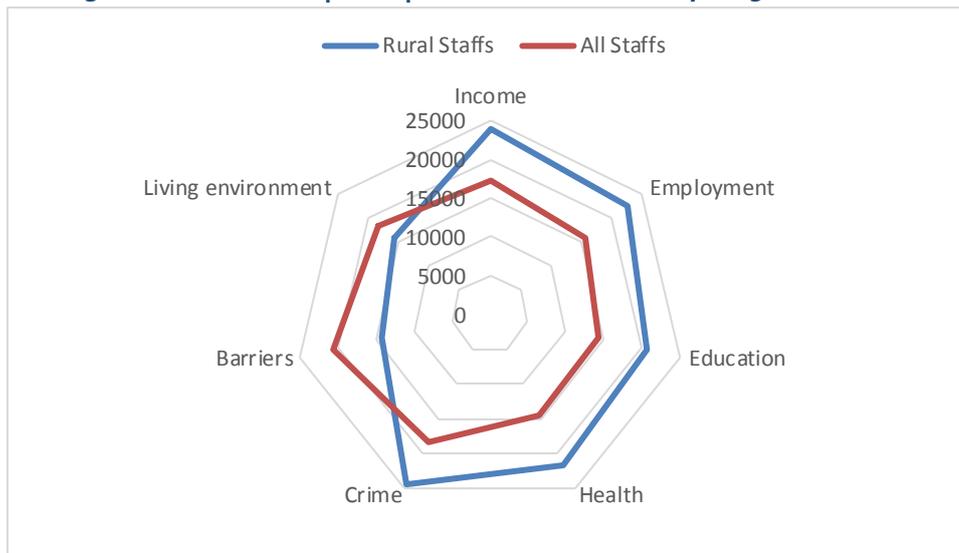
- 7.5. Very detailed data has been assembled by Government to enable analysis of deprivation by detailed geographies. For every LSOA, data is compiled according to seven 'sub-domains': income, employment, education, health, crime, barriers to housing and services and, finally, living environment. Each of these is ranked from 1 (most deprived) to 32844 (least deprived) and LSOAs can be combined to create average rankings for areas such as rural Staffordshire. The sub-domains are also combined, by a weighted average, into an overall score for deprivation.
- 7.6. Chart 29 presents the headline IMD score for both 2015 and 2019, while Chart 30 shows the sub-domain data in such a way that a larger area means less deprivation. Rural Staffordshire is less deprived overall (Chart 29) and consistently less deprived across the sub-domains (Chart 30), except for Barriers to Housing and Services and Living environment.

Chart 29: Indices of Multiple Deprivation



Source: MHCLG (LSOA based)

Chart 30: Indices of Multiple Deprivation sub-domains, 2019



Source: MHCLG (LSOA based)

APPENDIX A: Data Sources

The geographical data used comes from a mixture of DEFRA classifications, at [Output Area](#) and at [Local Authority](#) areas. Smaller areas can be aggregated together by using [ONS lookup files](#).

Data on GVA comes from [ONS](#) and this can be combined with data on population (see below for source) to give per capita data. GVA per hour is also [ONS](#).

The ONS [NOMIS](#) service provides a lot of the data: everything on jobs and from the Annual Population Survey, population estimates, claimant count data and average earnings data, while housing affordability combined average earnings and [house price data](#).

Jobs in Agriculture come from DEFRA's [Survey of Agriculture](#) while forecasts of jobs by sector were supplied by Staffordshire County Council

Data on businesses comes from two sources at ONS, [UK Business](#) and [Business Demography](#).

Broadband coverage comes from an [interactive web report](#) published by Ofcom.

Indices of Multiple Deprivation are available from [MHCLG](#).

APPENDIX B: Data Tables

This section presents all the data from this report that is not already in tabular form.

Chart 6: GVA per working age resident (£)

| | 2015 | 2018 |
|--------------|-------|-------|
| Rural Staffs | 33666 | 35102 |
| All Staffs | 31405 | 34023 |

Source: ONS, sub regional GVA, population estimates

Rural Staffordshire defined by Local Authority district areas

Chart 7: Productivity - GVA per hour worked

| | 2015 | 2018 |
|--------------|------|------|
| Rural Staffs | 28 | 29.3 |
| All Staffs | 26.9 | 28.7 |

Source: ONS

Rural Staffordshire defined by Local Authority district areas

Chart 8: Jobs by sector, 2019 (percentages)

| | Agriculture, forestry & fishing | Manufacturing | Construction | Wholesale | Retail | Transport & storage (inc postal) | Accommodation & food services | Professional, scientific & technical | Business administration & support services | Education | Health | Arts, entertainment, recreation & other services |
|--------------|---------------------------------|---------------|--------------|-----------|--------|----------------------------------|-------------------------------|--------------------------------------|--|-----------|--------|--|
| England | 0.6 | 8.1 | 4.5 | 4.1 | 9.8 | 4.7 | 7.1 | 8.7 | 9.1 | 9.2 | 12.7 | 4.6 |
| All Staffs | 1 | 12.7 | 5.5 | 5.1 | 9.3 | 8 | 7.4 | 4.9 | 7.6 | 7.8 | 13.6 | 5.1 |
| Rural Staffs | 2.4 | 14.8 | 6.3 | 6.4 | 5.7 | 9.3 | 10 | 6.1 | 6.8 | 7.8 | 6.9 | 5.8 |

Source: ONS, Business Register Employment Survey

Rural Staffordshire defined by Lower-layer Super Output Areas

Chart 9: Change in number of jobs by sector between 2015 and 2019 (percentages)

| | Agriculture, forestry & fishing | Mining, quarrying & utilities | Manufacturing | Construction | Motor trades | Wholesale | Retail | Transport & storage (inc postal) | Accommodation & food services | Information & communication | Financial & insurance | Property | Professional, scientific & technical | Business administration & support services | Public administration & defence | Education | Health | Arts, entertainment, recreation & other services |
|--------------|---------------------------------|-------------------------------|---------------|--------------|--------------|-----------|--------|----------------------------------|-------------------------------|-----------------------------|-----------------------|----------|--------------------------------------|--|---------------------------------|-----------|--------|--|
| England | -1.2 | -4.3 | 3 | 13.7 | 8.3 | 13.2 | 0.8 | 12.3 | 11.3 | 6.6 | 3.9 | 7.1 | 9.6 | 3.7 | 3.4 | -0.5 | 4.5 | 7.9 |
| All Staffs | -10.8 | 28.6 | 3.4 | -3.7 | 9.1 | -7.7 | -2.2 | 22.6 | 9.4 | 10 | -33.3 | 20 | 4.5 | -2.7 | 0 | 2.8 | 6.7 | 0 |
| Rural Staffs | -30.5 | 33.2 | 9.6 | 0.4 | 43.3 | 7.4 | 5.8 | 15.6 | 14.6 | 0.7 | 7.1 | 33.2 | 6.8 | -10.4 | 7.3 | 1.7 | 5.9 | 1.3 |

Source: ONS, Business Register Employment Survey

Rural Staffordshire defined by Lower-layer Super Output Areas

Chart 10: Location quotient and change in quotient between 2015 and 2019 for rural Staffordshire

| | Agriculture, forestry & fishing | Mining, quarrying & utilities | Manufacturing | Construction | Motor trades | Wholesale | Retail | Transport & storage (inc postal) | Accommodation & food services | Information & communication | Financial & insurance | Property | Professional, scientific & technical | Business administration & support services | Public administration & defence | Education | Health | Arts, entertainment, recreation & other services |
|--|---------------------------------|-------------------------------|---------------|--------------|--------------|-----------|--------|----------------------------------|-------------------------------|-----------------------------|-----------------------|----------|--------------------------------------|--|---------------------------------|-----------|--------|--|
| LQ 2019 | 0.34 | 1.27 | 1.9 | 1.32 | 1.23 | 1.62 | 0.63 | 1.88 | 1.36 | 0.46 | 0.23 | 0.73 | 0.69 | 0.77 | 1.02 | 0.92 | 0.56 | 1.3 |
| Change | 0.44 | 1.2 | 1.05 | 0.87 | 1.28 | 1.04 | 1.05 | 1.01 | 1.01 | 0.93 | 1.01 | 1.22 | 0.96 | 0.85 | 1.02 | 1.01 | 1 | 0.95 |
| Size | 0.2 | 1.44 | 15.13 | 6.4 | 2.3 | 6.5 | 5.82 | 9.49 | 10.19 | 2.06 | 0.82 | 1.29 | 6.29 | 6.92 | 4.13 | 8.01 | 7.11 | 5.9 |
| Source: Business Register Employment Survey, ONS and WECD calculations | | | | | | | | | | | | | | | | | | |
| Rural Staffordshire defined by Lower-layer Super Output Areas | | | | | | | | | | | | | | | | | | |

Chart 13: Registered business population

| | 2015 | 2019 |
|---|-------|-------|
| Rural Staffs | 25400 | 27110 |
| All Staffs | 36600 | 39245 |
| Source: UK Business, ONS | | |
| Rural Staffordshire defined by Local Authority district areas | | |

Chart 14: Business births per 1000 working age residents

| | 2015 | 2019 |
|---|------|------|
| Rural Staffs | 6.3 | 6.1 |
| All Staffs | 6.2 | 5.8 |
| England | 9.9 | 9.7 |
| Source: ONS, Business demography | | |
| Rural Staffordshire defined by Local Authority district areas | | |

Chart 15: 3 year business survival rates (percentages)

| | 2016 | 2019 |
|---|------|------|
| Rural Staffs | 62 | 55.6 |
| All Staffs | 61.4 | 55.3 |
| England | 60.9 | 51.5 |
| Source: ONS, Business demography | | |
| Rural Staffordshire defined by Local Authority district areas | | |

| Chart 16: Population profile of rural Staffordshire | | | | | | |
|---|----------|--------------|---------------|---------------|---------------|----------|
| | All Ages | Aged 0 to 15 | Aged 16 to 24 | Aged 25 to 49 | Aged 50 to 64 | Aged 65+ |
| 2011 | 231104 | 36748 | 25152 | 68287 | 51962 | 48955 |
| 2019 | 242556 | 36415 | 24164 | 65672 | 55353 | 60952 |
| Source: ONS population projections | | | | | | |
| Rural Staffordshire defined by Lower-layer Super Output Areas | | | | | | |

| Chart 17: Population profiles, 2019 (percentages) | | | |
|---|---------|-------|------|
| | 0 to 15 | 16-64 | 65+ |
| Rural Staffs | 15.0 | 59.9 | 25.1 |
| All Staffs | 18.0 | 61.2 | 20.8 |
| England | 19.2 | 62.4 | 18.4 |
| Source: ONS population projections | | | |
| Rural Staffordshire defined by Lower-layer Super Output Areas | | | |

| Chart 18: Employment rate (percentages) | | |
|---|---------|---------|
| | 2014-15 | 2019-20 |
| Rural Staffs | 75.4 | 80.5 |
| Staffs | 73.6 | 77.9 |
| England | 73.2 | 76.5 |
| Source: Annual Population Survey, ONS | | |
| Rural Staffordshire defined by Local Authority district areas | | |

| Chart 19: Self employment rates (percentages) | | |
|---|---------|---------|
| | 2014-15 | 2019-20 |
| Rural Staffs | 8.5 | 11.1 |
| Staffs | 8 | 9.3 |
| England | 10.4 | 11 |
| Source: Annual Population Survey, ONS | | |
| Rural Staffordshire defined by Local Authority district areas | | |

Chart 20: Claimant count rate, 2015-2020 (percentage of working age population)

| | Rural Staff | All Staffs | England | | | |
|--------|-------------|------------|---------|--|--|--|
| Jan-15 | 0.8 | 1.6 | 2.0 | | | |
| Feb-15 | 0.8 | 1.7 | 2.0 | | | |
| Mar-15 | 0.8 | 1.6 | 2.0 | | | |
| Apr-15 | 0.8 | 1.6 | 1.9 | | | |
| May-15 | 0.7 | 1.6 | 1.8 | | | |
| Jun-15 | 0.7 | 1.5 | 1.8 | | | |
| Jul-15 | 0.7 | 1.5 | 1.8 | | | |
| Aug-15 | 0.7 | 1.4 | 1.8 | | | |
| Sep-15 | 0.7 | 1.4 | 1.8 | | | |
| Oct-15 | 0.7 | 1.2 | 1.7 | | | |
| Nov-15 | 0.6 | 1.2 | 1.7 | | | |
| Dec-15 | 0.6 | 1.2 | 1.7 | | | |
| Jan-16 | 0.7 | 1.4 | 1.8 | | | |
| Feb-16 | 0.7 | 1.5 | 1.8 | | | |
| Mar-16 | 0.7 | 1.5 | 1.8 | | | |
| Apr-16 | 0.7 | 1.5 | 1.8 | | | |
| May-16 | 0.7 | 1.4 | 1.8 | | | |
| Jun-16 | 0.7 | 1.4 | 1.8 | | | |
| Jul-16 | 0.7 | 1.4 | 1.7 | | | |
| Aug-16 | 0.7 | 1.4 | 1.8 | | | |
| Sep-16 | 0.7 | 1.4 | 1.8 | | | |
| Oct-16 | 0.7 | 1.4 | 1.8 | | | |
| Nov-16 | 0.7 | 1.4 | 1.7 | | | |
| Dec-16 | 0.6 | 1.3 | 1.7 | | | |
| Jan-17 | 0.7 | 1.4 | 1.8 | | | |
| Feb-17 | 0.7 | 1.6 | 1.8 | | | |
| Mar-17 | 0.8 | 1.6 | 1.9 | | | |
| Apr-17 | 0.8 | 1.7 | 1.9 | | | |
| May-17 | 0.8 | 1.6 | 1.9 | | | |
| Jun-17 | 0.8 | 1.6 | 1.9 | | | |
| Jul-17 | 0.8 | 1.6 | 1.8 | | | |
| Aug-17 | 0.8 | 1.6 | 1.8 | | | |
| Sep-17 | 0.8 | 1.5 | 1.8 | | | |
| Oct-17 | 0.7 | 1.5 | 1.8 | | | |
| Nov-17 | 0.7 | 1.5 | 1.8 | | | |
| Dec-17 | 0.8 | 1.6 | 1.9 | | | |
| Jan-18 | 0.8 | 1.7 | 1.9 | | | |
| Feb-18 | 0.9 | 1.8 | 2.0 | | | |
| Mar-18 | 0.9 | 1.9 | 2.1 | | | |
| Apr-18 | 0.9 | 1.9 | 2.1 | | | |
| May-18 | 0.9 | 1.9 | 2.1 | | | |
| Jun-18 | 0.9 | 1.9 | 2.1 | | | |
| Jul-18 | 0.9 | 1.8 | 2.1 | | | |
| Aug-18 | 0.9 | 1.8 | 2.1 | | | |
| Sep-18 | 0.9 | 1.9 | 2.1 | | | |
| Oct-18 | 1.0 | 2 | 2.2 | | | |
| Nov-18 | 0.9 | 2 | 2.2 | | | |
| Dec-18 | 1.0 | 2.1 | 2.3 | | | |
| Jan-19 | 1.0 | 2.2 | 2.4 | | | |
| Feb-19 | 1.1 | 2.4 | 2.5 | | | |
| Mar-19 | 1.1 | 2.5 | 2.6 | | | |
| Apr-19 | 1.2 | 2.6 | 2.6 | | | |
| May-19 | 1.2 | 2.6 | 2.6 | | | |
| Jun-19 | 1.2 | 2.7 | 2.7 | | | |
| Jul-19 | 1.3 | 2.8 | 2.7 | | | |
| Aug-19 | 1.3 | 2.8 | 2.7 | | | |
| Sep-19 | 1.3 | 2.8 | 2.8 | | | |
| Oct-19 | 1.3 | 2.8 | 2.8 | | | |
| Nov-19 | 1.4 | 2.9 | 2.8 | | | |
| Dec-19 | 1.4 | 2.9 | 2.9 | | | |
| Jan-20 | 1.4 | 3 | 2.9 | | | |
| Feb-20 | 1.5 | 3.1 | 3.0 | | | |
| Mar-20 | 1.5 | 3.2 | 3.0 | | | |
| Apr-20 | 3.1 | 4.9 | 5.0 | | | |
| May-20 | 4.0 | 6.1 | 6.4 | | | |
| Jun-20 | 3.8 | 5.9 | 6.3 | | | |
| Jul-20 | 3.9 | 6 | 6.4 | | | |
| Aug-20 | 4.1 | 6.1 | 6.5 | | | |
| Sep-20 | 4.0 | 6.1 | 6.6 | | | |
| Oct-20 | 3.8 | 5.9 | 6.3 | | | |
| Nov-20 | 3.7 | 5.4 | 6.3 | | | |
| Dec-20 | 3.7 | 5.4 | 6.4 | | | |

Source: DWP, NOMIS

| | Managers, directors and senior officials | Professional occupations | Associate technical and professional | Administrative and secretarial | Skilled trades | Caring, leisure and other service | Sales and customer service | Process, plant and machine operatives | Elementary occupations |
|---|--|--------------------------|--------------------------------------|--------------------------------|----------------|-----------------------------------|----------------------------|---------------------------------------|------------------------|
| All England | 12 | 22.3 | 15.2 | 9.8 | 9.6 | 8.8 | 6.8 | 5.7 | 9.6 |
| Staffordshire | 11.9 | 18.7 | 14.1 | 8.6 | 11.3 | 9.1 | 6.7 | 8 | 11.5 |
| Rural Staffs | 14.1 | 21.8 | 13.7 | 9 | 11.3 | 7.5 | 6 | 6.8 | 9.8 |
| Source: Annual Population Survey, ONS | | | | | | | | | |
| Rural Staffordshire defined by Local Authority district areas | | | | | | | | | |

| | Managers, directors and senior officials | Professional occupations | Associate technical and professional | Administrative and secretarial | Skilled trades | Caring, leisure and other service | Sales and customer service | Process, plant and machine operatives | Elementary occupations |
|---|--|--------------------------|--------------------------------------|--------------------------------|----------------|-----------------------------------|----------------------------|---------------------------------------|------------------------|
| 2019 | 14.1 | 21.8 | 13.7 | 9.0 | 11.3 | 7.5 | 6.0 | 6.8 | 9.8 |
| 2015 | 12.3 | 17.9 | 13.9 | 10.2 | 10.8 | 9.1 | 7.2 | 7.3 | 11.3 |
| Source: Annual Population Survey, ONS | | | | | | | | | |
| Rural Staffordshire defined by Local Authority district areas | | | | | | | | | |

| | NVQ4+ | | No quals | |
|---|-------|------|----------|------|
| | 2015 | 2019 | 2015 | 2019 |
| Staffordshire | 29.6 | 35.5 | 11.5 | 7.3 |
| Rural Staffs | 32.4 | 41.6 | 9.2 | 5.3 |
| England | 36.7 | 40 | 8.4 | 7.5 |
| Source: Annual Population Survey, ONS | | | | |
| Rural Staffordshire defined by Local Authority district areas | | | | |

| | L4+ | L3 | L2 | L1 | Other / none |
|---|------|------|------|------|--------------|
| Rural Staffs | 41.6 | 18.2 | 18.9 | 9.2 | 12.2 |
| All Staffs | 35.5 | 19.2 | 21.3 | 9.8 | 14.2 |
| England | 40 | 18.5 | 17.2 | 10.1 | 14.2 |
| Source: Annual Population Survey, ONS | | | | | |
| Rural Staffordshire defined by Local Authority district areas | | | | | |

Chart 25: Proportion of workforce engaged in work related training (percentages)

| | 2015 | 2019 |
|---|------|------|
| Rural Staffs | 8.3 | 12.8 |
| All Staffs | 7.5 | 11.7 |
| England | 9.6 | 10 |
| Source: Annual Population Survey, ONS | | |
| Rural Staffordshire defined by Local Authority district areas | | |

Chart 26: Full time gross median average weekly earnings, 2015 and 2019 (£)

| | Resident basis | | Workplace basis | |
|---|----------------|------|-----------------|------|
| | 2015 | 2019 | 2015 | 2019 |
| Rural Staffs | 507 | 569 | 465 | 522 |
| All Staffs | 500 | 565 | 476 | 535 |
| Source: Annual Survey of Hours and Earnings, ONS | | | | |
| Rural Staffordshire defined by Local Authority district areas | | | | |

Chart 27: Housing affordability (ratio of median house prices to median earnings)

| | 2015 | 2019 |
|--|------|------|
| Rural Staffs | 5.9 | 6.3 |
| Staffs | 5.7 | 6.1 |
| England | 7.3 | 7.6 |
| Source: Annual Survey of Hours and Earnings, house price statistics, ONS | | |
| Rural Staffordshire defined by Local Authority district areas | | |

Chart 28: Fixed broadband coverage at at least 100 Mb/s, 2020

| | Residential | Commercial |
|---|-------------|------------|
| Rural Staffs | 19.8 | 11.5 |
| All Staffs | 54.8 | 30.8 |
| Rural England | 23 | 7 |
| All England | 63 | 14 |
| Source: Connected nations, 2020 | | |
| Rural areas according to Ofcom definition | | |

| | 2015 | 2019 | | | | | |
|---|-------|-------|--|--|--|--|--|
| Rural Staffs | 22271 | 22312 | | | | | |
| All Staffs | 17045 | 16890 | | | | | |
| Source: MHCLG | | | | | | | |
| Rural Staffordshire defined by Lower-layer Super Output Areas | | | | | | | |

| | Income | Employment | Education | Health | Crime | Barriers | Living environment | |
|---|--------|------------|-----------|--------|-------|----------|--------------------|--|
| Rural Staffs | 23902 | 22525 | 20645 | 21833 | 24426 | 14214 | 15680 | |
| All Staffs | 17227 | 15722 | 14279 | 14412 | 18374 | 20599 | 18184 | |
| Source: MHCLG | | | | | | | | |
| Rural Staffordshire defined by Lower-layer Super Output Areas | | | | | | | | |

APPENDIX C: Sector Insights

Agriculture

Staffordshire has around 190,000 hectares of land on 3,300 agricultural holdings² with almost 117,000 (62%) of that being grassland suitable mainly for livestock grazing and growing of hay and silage for animal feed. The livestock sector output in Staffordshire was £300m in 2019, nearly three times the output of its crops at £113m. The sector spent £292m with suppliers.

Staffordshire's agricultural and horticultural production is very diverse, and the vast bulk is commodity output for further processing. Latest data show 220,000 cattle with the dairy herd being twice the size of the beef herd; 280,000 sheep, 60,000 pigs (for breeding and fattening) and 1.8m poultry, 70% of these being for chicken meat.

In terms of arable crops, wheat accounted for 26,000 ha, followed by barley (winter and spring) at 11,000 ha and oilseed rape at 7,200. There is a further 13,000 ha of arable crops plus nearly 1,400 ha of high value fruit and vegetables, the largest segments being fruit followed by vegetables and salads. Farm woodland accounts for 7,000ha.

There are nearly 10,000 workers on Staffordshire's farms including part time and casual workers. Over half of these are farm business owners and their spouses. In total, nearly 3,300 workers (one third) are part time.

Much of Staffordshire's commodity produce is processed on the edges of the county or within adjacent areas. Most of the major dairy buyers are active in the Staffordshire milk field. For example, milk may be processed at Mueller's Market Drayton or Telford plant. Ornu Foods, based in Leek cuts and packs hard cheese produced in the UK and the Republic of Ireland. Meat may be processed at plants in the Midlands or ABP Shrewsbury with limited processing within Staffordshire (mainly small scale). Potatoes are processed at McCains in Wombourne. Soft fruit is generally sold via producer organisations into supermarket supply chains e.g. Berryworld. And Staffordshire is home to several salad producers.

Looking to the future, there is a continuing need to improve productivity and support succession of family farms with new entrants. The presence of Harper Adams and Reaseheath provides a wide range of training to the sector. Improving productivity will rely on a range of techniques including genetic improvement through breeding (animals and crops plus the use of Genetic prediction in animals), the application of digital and data e.g. electronic recording, development of specialist apps for a range of purposes plus the application of technology e.g. robotic milking, controlled irrigation and scheduling to name but two. Agricultural diversification can provide a source of additional income but typically only about 5% of that of agriculture based on experience across the UK. Some farm businesses will be able to expand into added value processing, direct sale to consumers etc. But the focus needs to be on developing production in line with market trends. This requires a mix of

² The latest detailed agricultural statistics at the Staffordshire level are for 2016 as they are not produced annually.

training and skills, entrepreneurialism, capital investment (both in individual businesses and by the public sector e.g. broadband, utilities, transport, starter units), a supportive planning system and exposure to the latest consumer trends. With Amazon's move into the UK grocery sector, there will be stronger competition and a need to adapt quickly. This combined with Brexit, potential for cheaper food imports and an increasing focus on localism means that the sector is at a critical point in its development.

Manufacturing

Manufacturing is the most significant sector to Staffordshire's rural economy in terms of employment contribution – accounting for over 15 per cent of rural employment.

The most significant manufacturing sub-sector is the manufacture of machinery and equipment, accounting for nearly a third of manufacturing employment (29.7 per cent). Other significant sub-sectors are the manufacture of motor vehicles, fabricated metal products, food production and mineral products.

Figure 1: Manufacturing Employment in Rural Staffordshire by Sub-Sector

| | Jobs | % |
|---|--------|--------|
| 10 : Manufacture of food products | 1,645 | 10.7% |
| 11 : Manufacture of beverages | 200 | 1.3% |
| 13 : Manufacture of textiles | 300 | 2.0% |
| 14 : Manufacture of wearing apparel | 10 | 0.1% |
| 16 : Manufacture of wood and of products of wood and cork... | 415 | 2.7% |
| 17 : Manufacture of paper and paper products | 20 | 0.1% |
| 18 : Printing and reproduction of recorded media | 225 | 1.5% |
| 20 : Manufacture of chemicals and chemical products | 370 | 2.4% |
| 21 : Manufacture of basic pharmaceutical products and pharmaceutical preparations | 110 | 0.7% |
| 22 : Manufacture of rubber and plastic products | 640 | 4.2% |
| 23 : Manufacture of other non-metallic mineral products | 1,590 | 10.4% |
| 24 : Manufacture of basic metals | 605 | 3.9% |
| 25 : Manufacture of fabricated metal products, except machinery and equipment | 1,840 | 12.0% |
| 26 : Manufacture of computer, electronic and optical products | 270 | 1.8% |
| 27 : Manufacture of electrical equipment | 110 | 0.7% |
| 28 : Manufacture of machinery and equipment n.e.c. | 4,555 | 29.7% |
| 29 : Manufacture of motor vehicles, trailers and semi-trailers | 1,860 | 12.1% |
| 30 : Manufacture of other transport equipment | 180 | 1.2% |
| 31 : Manufacture of furniture | 210 | 1.4% |
| 32 : Other manufacturing | 205 | 1.3% |
| | 15,360 | 100.0% |

Source: ONS Business Register of Employment Survey (BRES)

Rural Staffordshire is the location for a number of Staffordshire's largest and growing manufacturing firms across a range of sub-sectors including food processing companies Ornuva Foods and Florette, Prince Minerals, Roltech Engineering and JCB.

Staffordshire's Advanced Manufacturing & Engineering Hub for skills development includes sites at Stafford College's Rodbaston Campus (AgriSTEM Academy), Penkridge (Advanced Manufacturing & Engineering and Agri-Tech) and the JCB Academy at Rocester (Advanced Engineering Academy). Manufacturing productivity, measured in terms of GVA per job, ranges from 110% the England average in Staffordshire Moorlands to 70% in Cannock and East Staffordshire (LIS evidence).

Supporting manufacturing firms to remain competitive through innovation, adoption of new technologies including digital technologies, and support for skills development is a priority of the Local Industrial Strategy.

EU Exit threatens to cause significant disruption to manufacturing supply chains but with potential new investment opportunities arising from supply chain re/on or near-shoring.

Visitor Economy

Staffordshire is an attractive county with a large proportion of England and Wales' population within a short drive time³. Its rurality, the presence of two major theme parks (Alton Towers and Drayton Manor) plus other assets such as the Cannock Chase Area of Outstanding Natural Beauty, the nearby Peak District, Canal network, National Memorial Arboretum, Trentham Monkey Forest and Trentham Gardens, pottery heritage and so on are what create its tourist draw. Much of its visitation is people from the UK rather than abroad and the focus is on short trips. Many of the visitors come because of the countryside as well as the draw of the theme parks.

Staffordshire's accommodation offer includes hotels, pub accommodation, guest houses and B&Bs, holiday cottages, holiday lodge parks, holiday parks, touring caravan and camping sites, glamping sites, group and youth accommodation, spa resorts, and wedding venues with accommodation. There are also 13 canal boat holiday hire companies at 12 marinas across the area.

There are an estimated 677 establishments with 27,000 beds in the commercial sector. On top of this a further 600 beds are offered through private accommodation such as AirBnb. The total annual capacity is 27,600 beds with just over 10m bed nights not including canal boats.

The economic impact of the sector is estimated annually with the latest data for 2018 estimating 27m trips, direct visitor spend of £1.34bn and 32,000 direct and indirect jobs supported. Prior to COVID-19 the sector was growing by around 3% even though the number of trips fell between 2017 and 2018.

Hotels are concentrated in the main urban centres with a dominance of budget provision at 3 star level and little 4 star provision. Budget performance is strong but the 3 and 4 star hotel performance is weak. This is related to a range of factors including variable quality, lack of corporate demand and strong price-driven leisure business driven by the theme parks. There is little 4 star and branded 3 star provision and little development in the past 5 years. Despite this, demand is strong for

³ Information in this report is drawn from the Staffordshire Accommodation Strategy by Hotel Solutions and Economic Impact of Tourism Staffordshire 2018 by The Research Solution.

boutique, luxury, and 4-star B&Bs with shortages of accommodation throughout peak season. Other serviced accommodation is small scale and of variable quality while high quality pub accommodation trades well.

To grow the sector, the aim is to attract more visitors to stay longer and spend more. To do so, improving the quality and range of accommodation is key. There is potential as follows:

- Existing businesses - to upgrade their quality, get 'on-trend' expand provision at peak times and to develop extra facilities such as spas, function space and leisure facilities that will attract new markets and extend the season.
- New serviced accommodation – there is demand for budget hotels, other types of accommodation and full service 3 and 4-star hotels, though public subsidy may be required given the level of returns.
- Non-serviced accommodation – to grow in rural areas and near major attractions especially in peak season, but with potential to have a weather-proof offer for out of season. Opportunities such as the creation of French-style 'Aires' for motorhomes and camping could be considered.

There is a need to raise awareness of the opportunities, prioritise hotel sites, back existing successful businesses with expansion plans and grow interest amongst asset owners, developers, and other stakeholders. There may be a need for financial support for viability of some developments as well as supporting existing businesses to invest. There is also potential to develop more guided activities such as mountain biking, walking and other sustainable outdoor activities.

Logistics

During the last decade there has been strong growth in online retail, coupled with associated parcel delivery, logistics and warehousing. In areas of low warehouse vacancy, rents have increased by almost 100% in five years as businesses rush to acquire units to improve supply chain efficiency.⁴

Staffordshire has a particularly strong logistics, transport, and storage sector, thanks to its location at the heart of England and its excellent connectivity by road (M6, M6 Toll, M54) and rail (West Coast Mainline). For example, between 2009 and 2017, the number of jobs in the logistics sector in the SSLEP area grew by 19.9% (approximately 6,700 new jobs), almost double the England average of 10.8%.⁵ Moreover, the transport and storage sector accounts for 32,000 jobs in the SSLEP area, higher than the national and regional average.⁶ This large logistics presence in Staffordshire is perhaps why wholesale retailers (in particular, vegetables and fruit, and cosmetics) are also large employers in the county, and higher than national and regional averages.⁷ The logistics sector in Staffordshire is particularly strong around Rugeley (also a rural hub town), Tamworth, Stafford, and Stoke-on-Trent.⁸

⁴ Savills, Rural Logistics (November 2020), p.2.

⁵ SSLEP, LIS Evidence Base (September 2019), p.3, p.21, p.29.

⁶ SSLEP, LIS Evidence Base (September 2019), p.24.

⁷ SSLEP, LIS Evidence Base (September 2019), p.29

⁸ SSLEP, LIS Evidence Base (September 2019), p.38.

The impact of Covid has accelerated two trends: the growth in online retail and associated delivery/logistics, and increased demand for homes in rural locations as preferences shift from convenience of urban life towards green space and space to work from home.⁹ For example, 91 local authorities have seen parcel deliveries increase by more than 100% over the past year, with some experiencing a 500% increase.¹⁰

However, rural areas present a challenge to logistics sector growth in due to their sparse populations, meaning delivery routes are less efficient. There is therefore a need for rural logistics space to service the added demand, with Savills calculating that an additional 24.6 million square feet of warehouse space will be needed in rural areas by 2025.¹¹

Whilst land is needed for additional warehouse capacity, current rural industrial estates may not be suitable. This presents a diversification opportunity for landowners who can deliver new buildings in appropriate locations, or re-purpose existing buildings that are no longer required for agricultural purposes.¹² So, logistics and warehousing is a further potential diversification opportunity for agricultural businesses, sitting alongside office space, tourism accommodation, and food services.

This is particularly relevant for post-Covid economic recovery, with SSLEP recognising logistics and distribution as a locally important growth sector,¹³ and noting the impact of Covid on hospitality businesses, which may affect farm diversification enterprises, for example, tourist accommodation.

⁹ Savills, Rural Logistics (November 2020), p.3.

¹⁰ Savills, Rural Logistics (November 2020), p.4.

¹¹ Savills, Rural Logistics (November 2020), p.4.

¹² Savills, Rural Logistics (November 2020), p.5.

¹³ Staffordshire County Council, Back to Business: Covid-19 Economic Recovery and Renewal Strategy (2020), p.11.

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APPENDIX 3

STAFFORDSHIRE RURAL STRATEGY - IMPLEMENTATION PLAN

Potential Projects_Overview

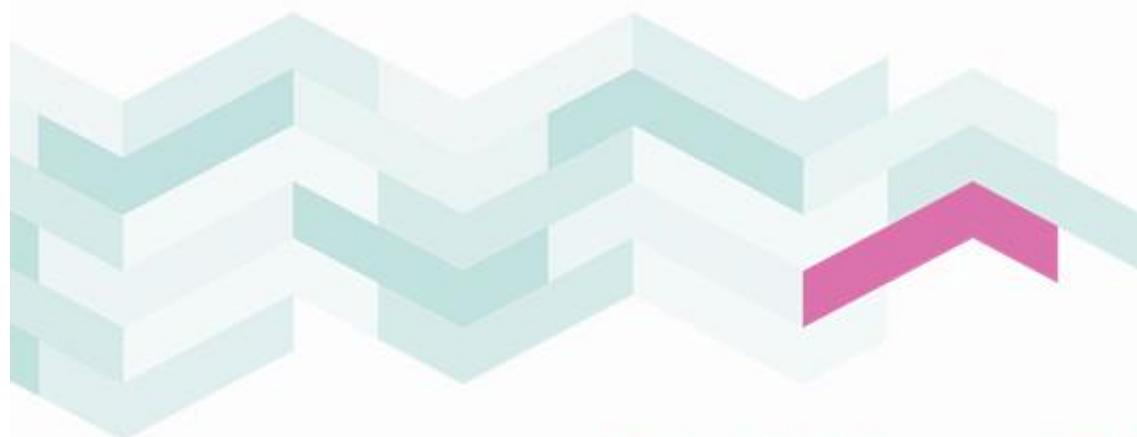
27 Eol's

| | Priority Alignment (most Eol's are multi priority & some multi town) | Scoring | Potential Area/s | Sector/s (most multi) |
|--|--|---------|-------------------|-----------------------|
| 16 Concept Stage | 15 | 1 | 24 Local | 2 Agri |
| 11 Project Start Stage | 4 | 5 | 11 Regional | 15 Tourism |
| 16 Eol's with synergies to others listed | 16 | 12 | 2 National | 2 Retail |
| 11 Eol's with no synergies | 12 | 9 | | 1 Leisure |
| | 14 | 0 | 16 Job creation | 1 Hospitality |
| | | | 11 New businesses | 1 Creative |
| 14 SCC role TBC | | | 10 Business space | 1 Heritage |
| 8 SCC as Partner | | | 3 Housing | 1 Education |
| 5 SCC as Lead | | | 4 Infrastructure | 7 Numerous |

Number per town - 3xCheadle, 10xLeek, 5xRugeley, 1xStone, 1xUttoxeter

Staffordshire Rural Economic Strategy

Rural Hub Town Profiles



With pride. With purpose. With you.

Staffordshire Rural Hub Town Profile – Leek

Vision: “Leek will be an important civic and service centre for its population and will further strengthen its role as the principal town in the District. The quality of the retail offer in the town centre will have improved further, and the diversity of employment opportunities, facilities, and services it offers increased. It will have enhanced its role as a tourist attraction, building on its special character, heritage and built environment assets.” *Staffordshire Moorlands Local Plan (2020)*

Local Economy

There are 6,800 jobs in Leek (2019)¹

19% Retail (England 9%)

10% Manufacturing (England 8%)

9% Arts & Leisure (England 5%)

7% Accommodation & Food (England 7%)

7% Financial & Insurance (England 4%)

Key employers (250+ employees)



Key employers (50-249 employees)



People

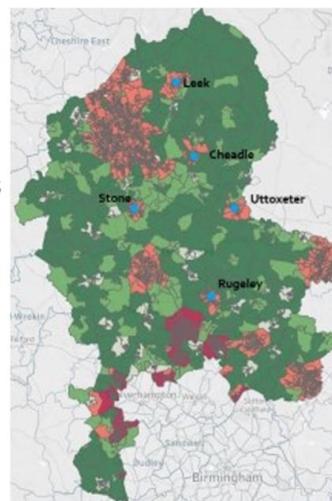
Leek is home to 20,260 residents (2019):

61% working age (16-64) (England 63%)

22% aged 65+ (England 19%)

Place

- ✓ Peak District: 3 miles
- ✓ Derby: 50 minutes
- ✓ Manchester: 1 hour
- ✓ Birmingham: 90 minutes



Deprivation

Leek scores well on the Index of Multiple Deprivation (IMD) for 'Barriers to Housing and Services' and 'Crime', but below average for 'Education'.

Strengths and Opportunities

- ✓ Strong employment base, with global businesses (e.g. Ornuua, Capita)
- ✓ Thriving high street – independent retailers, local branding, low shop vacancy rates
- ✓ Local centre for agricultural supplies
- ✓ Tourism opportunities:
 - Proximity to the Peak District
 - Visitor-focused shops, markets & facilities
 - Historic and attractive townscape

Challenges

- ✓ Empty mill buildings and contaminated industrial land (viability gap)
- ✓ Weak transport links (especially public transport, and no rail station)
- ✓ Lack of modern business space and serviced land for business growth

1. Agriculture catchment employment is not well represented in Lower Layer Super Output Area data. Employment 8% (2,421 jobs) in Staffordshire Moorlands. Produced by WEC Don on behalf of Staffordshire County Council. Data sources: ONS population estimates (2019), Staffordshire County Council IDBR (2020), ONS BRES (2019), MHCLG IMD (2019). www.ecd.com

Staffordshire Rural Hub Town Profile – Cheadle

Vision: "A modern rural hub with a historic core and a thriving micro-business heart. Cheadle will become a more sustainable settlement, better able to meet its own needs, enhancing and enlarging its role as a significant service centre for the local population and those in its rural hinterland, and achieved through growth in housing and employment, with significant investment in the town's social and physical infrastructure." *Staffordshire Moorlands Local Plan (2020)*

Local Economy

There are 4,425 jobs in Cheadle (2019)¹

38% Manufacturing (England 8%)

9% Retail (England 9%)

6% Accommodation & Food (England 7%)

6% Construction (England 5%)

Key employers (250+ employees)



Key employers (50-249 employees)



People

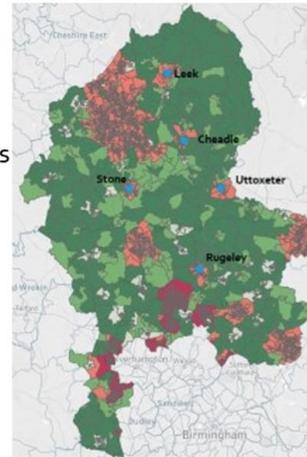
Cheadle is home to 11,353 residents (2019):

59% working age (16-64) (England 63%)

25% aged 65+ (England 19%)

Place

- ✓ Derby: 45 minutes
- ✓ Birmingham: 1 hour
- ✓ Manchester: 90 minutes



Deprivation

Cheadle scores well on the Index of Multiple Deprivation (IMD) for 'Barriers to Housing and Services', but below average for 'Employment', 'Health' and 'Education'.

Strengths and Opportunities

- ✓ Strong manufacturing base with global businesses (e.g. JCB, Klarius)
- ✓ Opportunity to re-shape key sites to serve the town (following change of use/demand)
- ✓ Close to A50 (Derby-Stoke) growth corridor
- ✓ Tourism opportunities:
 - Proximity to Alton Towers
 - Proximity to the Peak District
 - Historic townscape and local attractions, including St Giles' church

Challenges

- ✓ High shop unit vacancies and part-time use (poor quality frontages)
- ✓ Lack of house building to meet local needs and stimulate economy
- ✓ Poor transport infrastructure (poor links to A50 for industrial traffic, no rail station)

1. Agriculture catchment employment is not well represented in Lower Layer Super Output Area data. Employment 8% (2,421 jobs) in Staffordshire Moorlands. Produced by WECD on behalf of Staffordshire County Council. Data sources: ONS population estimates (2019), Staffordshire County Council IDBR (2020), ONS BRES (2019), MHCLG IMD (2019). www.ecdc.com

Staffordshire Rural Hub Town Profile – Uttoxeter

Vision: “Uttoxeter will have a multi-functional, attractive Town Centre that incorporates a wide-ranging mix of activities set within a high-quality network of pleasant streets and spaces, which create a strong identity and a place where people want to live, work and visit. The town will build upon its strategic location, its unique historic environment and its shops and markets, to attract and retain new investment for the benefit of local business and residential communities.”

Uttoxeter Masterplan(2020)

Local Economy

There are 6,470 jobs in Uttoxeter (2019)¹

26% Manufacturing (England 8%)

16% Retail (England 9%)

11% Accommodation & Food (England 7%)

7% Arts & Leisure (England 3%)

Key employers (250+ employees)



Key employers (50-249 employees)



People

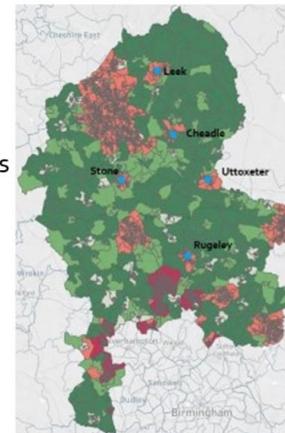
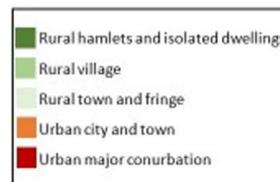
Uttoxeter is home to 13,467 residents (2019):

62% working age (16-64) (England 63%)

20% aged 65+ (England 19%)

Place

- ✓ Derby: 30 minutes
- ✓ Birmingham: 1 hour
- ✓ Manchester: 80 minutes



Deprivation

Uttoxeter scores well on the Index of Multiple Deprivation (IMD) for ‘Barriers to Housing and Services’ and ‘Crime’ but below average for ‘Employment’, ‘Health’ and ‘Education’.

Strengths and Opportunities

- ✓ Tourism opportunities
 - Proximity to Alton Towers
 - Proximity to surrounding countryside
 - Racecourse
- ✓ Good road and rail transport links
- ✓ Number of retail and residential development site opportunities

Challenges

- ✓ Town centre investment needed (high retail unit vacancies, lack of quality, old retail stock)
- ✓ Limited high-quality hotel accommodation offer
- ✓ Number of sites in third party ownership, restricting Council ability to intervene

1. Agriculture catchment employment is not well represented in Lower Layer Super Output Area data. Employment 2% (1,283 jobs) in East Staffordshire. Produced by WECD on behalf of Staffordshire County Council. Data sources: ONS population estimates (2019), Staffordshire County Council IDBR (2020), ONS BRES (2019), MHCLG IMD (2019). www-ecd.com

Staffordshire Rural Hub Town Profile – Stone

Vision: “Stone will be notable as a thriving market town alongside the river and canal, with an attractive and accessible historic centre, a high-quality network of green space, a wide range of leisure and recreational activities, a successful tourism sector, high quality local services and a diversity of local employment opportunities.” *Stone Neighbourhood Plan (2018)*

Local Economy

There are 7,075 jobs in Stone (2019)¹

22% Manufacturing (England 8%)

9% Retail (England 9%)

9% Business Admin & Support (England 9%)

8% Accommodation & Food (England 7%)

8% Arts & Leisure (England 7%)

Key employers (250+ employees)



Key employers (50-249 employees)



People

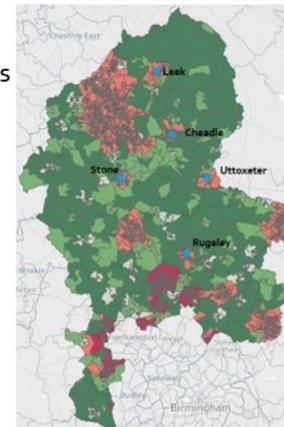
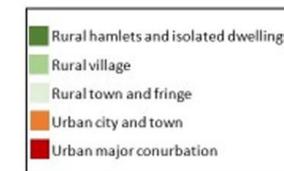
Stone is home to 16,979 residents (2019):

59% working age (16-64) (England 63%)

23% aged 65+ (England 19%)

Place

- ✓ Stoke-on-Trent: 20 minutes
- ✓ Birmingham: 45 minutes
- ✓ Derby: 50 minutes
- ✓ Manchester: 70 minutes



Deprivation

Stone scores well on the Index of Multiple Deprivation (IMD) for 'Barriers to Housing and Services' and 'Living Environment' but below average for 'Employment' and 'Education'.

Strengths and Opportunities

- ✓ Historic and attractive townscape, including local tourist attractions (e.g. canal)
- ✓ Growing arts, crafts and creative sector
- ✓ Strong local food and drink offer
- ✓ HS2 – local supply chain and employment opportunities
- ✓ Housing and employment site development opportunities (e.g. Meecebrook)

Challenges

- ✓ A34 Meaford industrial site needs further development, promotion and investment
- ✓ Risk that HS2 results in Stone becoming a 'commuter town' with loss of its village and community 'feel'

1. Agriculture catchment employment is not well represented in Lower Layer Super Output Area data. Employment % (2,693 jobs) in Staffordborough. Produced by WECD on behalf of Staffordshire County Council. Data sources: ONS population estimates (2019), Staffordshire County Council IDBR (2020), ONS BRES (2019), MHCLG IMD (2019). www-ecdc.com

Staffordshire Rural Hub Town Profile – Rugeley

Vision: “We will preserve, enhance and develop the identity, environmental impact and rich history of Rugeley, whilst drawing upon the advantages and opportunities to be found in forthcoming developmental projects. With many conservation areas, Rugeley will be well used by its communities and will also attract visitors to its unique location between the River Trent, the canal and Cannock Chase AONB.”

Rugeley Town Council Strategy and Action Plan (2021/22)

Local Economy

There are 8,680 jobs in Rugeley (2019)¹

25% Transport & Storage (England 5%)

17% Manufacturing (England 8%)

12% Retail (England 9%)

8% Accommodation & Food (England 7%)

Key employers (250+ employees)

amazon

Armitage
Shanks

JCB

Key employers (50-249 employees)

ULTRA

HAWKINS
LOGISTICS

PREMIER
NUTRITION

N. S. CLARKE TRANSPORT LTD

Royal Mail

People

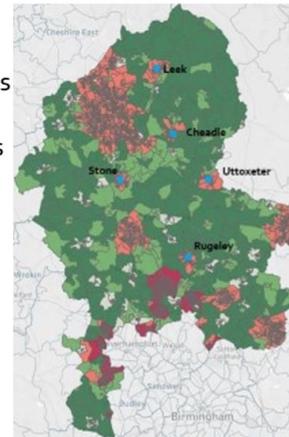
Rugeley is home to 24,735 residents (2019):

61% working age (16-64) (England 63%)

21% aged 65+ (England 19%)

Place

- ✓ Birmingham: 40 minutes
- ✓ Derby: 40 minutes
- ✓ Manchester: 90 minutes



Deprivation

Scores well on the Index of Multiple Deprivation (IMD) for most measures, including ‘Income’, but below average for ‘Barriers to Housing and Services’.

Strengths and Opportunities

- ✓ New large housing opportunities at former Rugeley Power Station site (including opportunities for innovative, low carbon solutions) and at Aelfgarsite
- ✓ Good transport connectivity (road and rail)
- ✓ Tourism opportunities: attractive and historic town centre, close to Cannock Chase AONB
- ✓ Independent traders dominate town centre

Challenges

- ✓ Town centre investment needed, including public realm
- ✓ Need to look at mixed use opportunities in the town centre
- ✓ Pockets of deprivation, including education and connectivity

1. Agriculture catchment employment is not well represented in Lower Layer Super Output Area data. Employment 1% (1,222 jobs) in Cannock Chase, Tamworth and Lichfield council areas.
Produced by WECD on behalf of Staffordshire County Council
Data sources: ONS population estimates (2019), Staffordshire County Council IDBR (2020), ONS BRES (2019), MHCLG IMD (2019).
www.ecd.com

| NAME | ORGANISTAION |
|----------------------------|-----------------------------------|
| Nigel Senior (E,I&S) | SCC |
| Ian Jackson (E,I&S) | SCC |
| Eric Henderson (E,I&S) | SCC |
| Gemma Amphlett (E,I&S) | SCC |
| Townsend, Joanne | DEFRA |
| Richard Bower | Lower Drayton Farm (Business Rep) |
| Matthew Hustwit | Staffordshire Chamber of Commerce |
| Katie Judge | WECD |
| Martyne Manning | Stafford BC |
| Marek Hornak | Staffordshire University |
| Tony Millar | Great Grounds (Business Rep) |
| Polly Gibb | WiRE |
| George Dibble | WECD |
| Jeremy Lowe | NFU |
| Rose Judeh-Elwell | Harper Adams |
| Paul Chatwin (E,I&S) | SCC |
| Rhouda Elalfy | Staffordshire Chamber of Commerce |
| Jonathan Vining (E,I&S) | SCC |
| Philip White (County Cllr) | SCC |
| Kim Graham | Newcastle under Lyme BC |
| Sarah Simpson (E,I&S) | SCC |
| Sarah Bentley (F&C) | SCC |

| | |
|-----------------------------------|------------------|
| Simon Pemberton | Keele University |
| Richard Hadland (E,I&S) | SCC |
| Matthew Shufflebotham (E,I&S) | SCC |
| Andrea Sammons (E,I&S) | SCC |
| Donald Brook | WECD |
| Stephen Deakin | BCRS |
| Ann Pittard | Keele University |
| Anne Boyd (EnterpriseStokeStaffs) | SSLEP |
| Helen Pakpahan | SMDC |
| Karen Woolley | FSB |
| Mark Parkinson (E,I&S) | SCC |
| Anthony Hodge (E,I&S) | SCC |
| | |
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Community Impact Assessment

Rural Economic Strategy

Ian Jackson

Date Wednesday, 18 May 2022

This is the County Council's Community Impact Assessment (CIA) policy providing both guidance and templates to help you to carry out your assessment. It is split into three sections as follows:

Section 1 CIA Guidance

Section 2 The CIA Template

Section 3 Submitting your CIA

Section 1: The CIA Guide

What is a CIA?

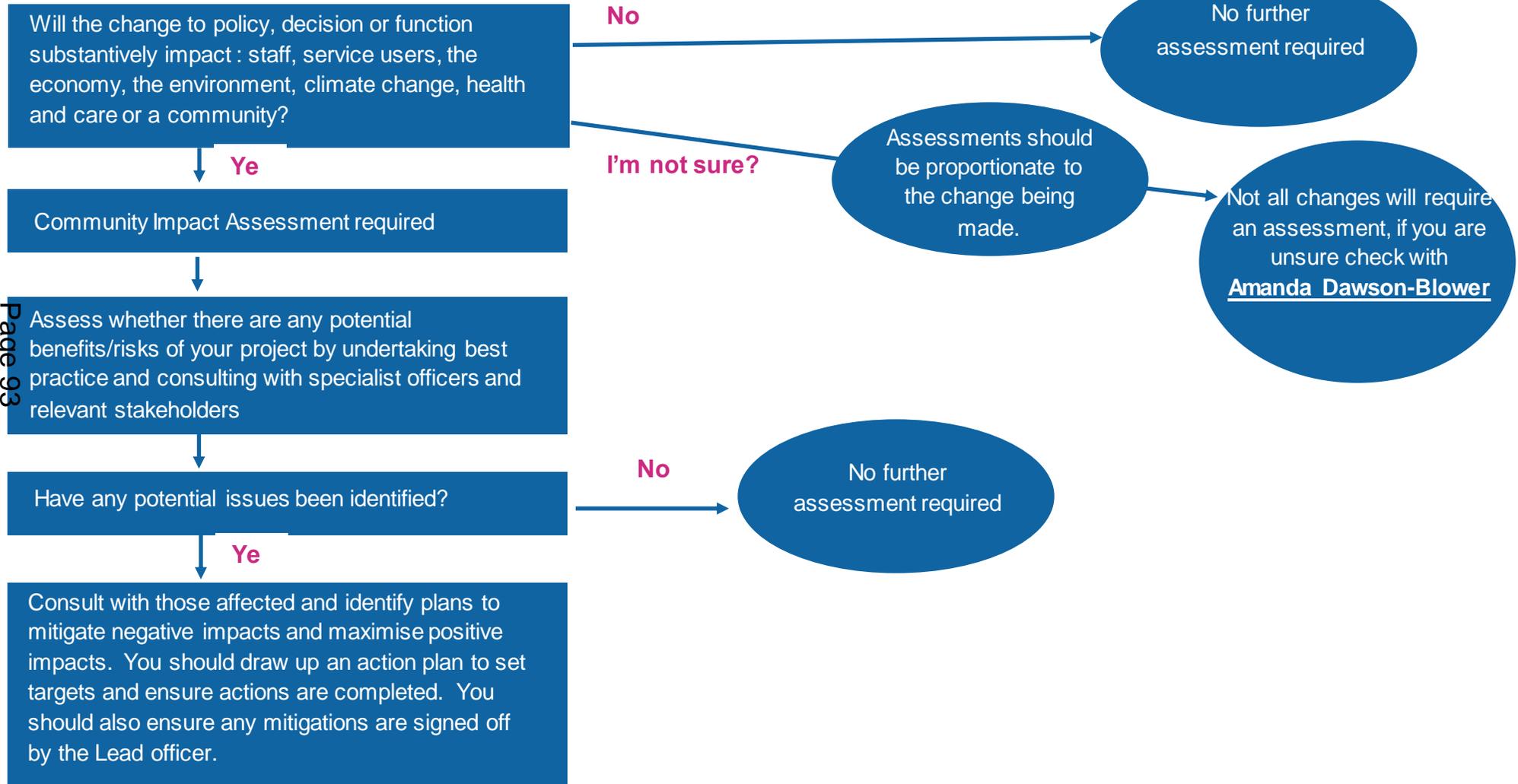
Equality, Diversity and Inclusion is at the heart of everything we do as a Council. A CIA is a helpful tool that we use to assess the impact of our work on our communities, in line with our commitment to equality. By completing a thorough CIA we are able to ensure that we minimise potential negative consequences for everybody.

When do I need to undertake a CIA?

Generally, changes to services, policies and strategies we deliver, and commission, will require an assessment to measure their impact upon communities and their environment. Assessments should be proportionate to the change being made. Not all changes will require an assessment, if you are unsure you can check with [Amanda Dawson-Blower](#), who will also be able to provide you with support to undertake your CIA if required.

Most Cabinet reports will require a CIA and key information from your assessment should inform your recommendations within the report. For more information about the County Council's decision-making processes and to access the Cabinet report template, visit the [Committees and Decision Making](#) StaffSpace pages.

CIA Screening Process



- **Read the guidance** before you start! We also have a [CIA Learning Hub module](#) with tools and resources to support you too.
- If your project involves processing **personal data** in a different way, contact infogov@staffordshire.gov.uk.

- It is important to **undertake your CIA early**, during the planning stage of your project, it is a tool to help inform your decision and should not be undertaken after you have made your decision. It is therefore important to ensure adequate lead-in time to undertake necessary data gathering and analysis.
- Undertaking **research and engagement** will provide you with an evidence base to identify actions that will either lessen the risk or maximise the benefits. The assessment will also help you to identify mitigating factors whereby risks may be balanced out to an extent by the benefits. Again, you should take a proportionate approach to the amount of research and engagement you undertake.
- **Involve other people** - they may have some creative solutions for enhancing positive and reducing negative impacts! A project team will provide different expertise and if your project relates to a specific location involve the relevant [Strategic Delivery Manager](#).
- **Complete the CIA Template** - The templates below in section 2 set out what is required to complete the various key sections of your CIA. The template enables you to record which groups of people will potentially be most affected by your project (utilising the data gathering/analysis undertaken earlier), what the benefits and/or risks may be and how you will mitigate any potential risks.
- **Provisional assessments** – At the initial stages, you may not have all the evidence you need so you can conduct a provisional assessment. However, you must put in plans to gather the required information so that a full assessment can be completed.
- **Submit your CIA** – Section 4 sets out how to submit your CIA and also contains a checklist of actions that should be completed before submission – it will be useful to familiarise yourself with this checklist before beginning your assessment.

Section 2: The CIA Template

Important points to note when completing the template:

- The CIA is split into a number of different categories – you don't have to fill in all of them, just those that are relevant to your project
- When your assessment is complete, delete the sections not applicable

- Ensure you only include relevant information to keep the forms as succinct as possible

➤ Equality Assessment

The Public Sector Equality Duty is part of the Equality Act 2010 and this Duty requires us as a public body to have 'due regard' to eliminating discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act. It requires us to advance equality of opportunity and foster good relations between people who share a 'relevant protected characteristic' and people who don't.

In this section you should consider whether your proposal will impact upon any of the following protected characteristics.

| Protected Characteristics | Benefits | Risks | Mitigations / Recommendations |
|---|----------|-------|--|
| Age - older and younger people | N/A | | As below |
| Disability - 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. | N/A | | However, inclusive growth and levelling-up is a 'golden-thread' throughout the RES and therefore the impact on specific groups will be considered as part of project development. |
| Gender reassignment - those people in the process of transitioning from one sex to another | N/A | | However, inclusive growth and levelling-up is a 'golden-thread' throughout the RES and therefore the impact on specific groups will be considered as part of project development. |
| Marriage & Civil Partnership - people who are married or in a civil partnership should not be treated differently at work | N/A | | As above |
| Pregnancy & Maternity - women who are pregnant or who have recently had a baby, including breast feeding mothers | N/A | | As above |

| Protected Characteristics | Benefits | Risks | Mitigations / Recommendations |
|--|----------|-------|-------------------------------|
| Race - people defined by their race, colour, and nationality (including citizenship) ethnic or national origins | N/A | | As above |
| Religion or Belief - 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 | N/A | | As above |
| Sex - men or women | N/A | | As above |
| Sexual orientation - whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes | N/A | | As above |

➤ Workforce Assessment

****This section only needs to be undertaken if your proposal affects SCC staff****

Key considerations:

- Consider the impact of your proposal on staff with different **protected characteristics** – the staffing profile data can be a useful source of evidence and can be presented below in graph form to supplement your narrative.
- You should consider the impact of job losses (pre and post change), changes to terms and conditions, available support for staff and what the HR protocols are.
- For support to complete this section, please contact your People Operations Adviser.

| Who will be affected – consider the following protected characteristics: age, disability, gender reassignment, marriage & civil partnership, pregnancy & maternity, race, religion or belief, sex and sexual orientation | Benefits | Risks | Mitigations / Recommendations |
|--|----------|-------|-------------------------------|
| N/A | | | |

Health and Care Assessment

A key priority within our Strategic Plan is to ‘Encourage good health and well-being, resilience and independence’. This section should therefore be used to identify the impact of the proposal on delivery of this priority.

Key considerations:

- Determine how the proposal will impact on resident’s health and wellbeing (mental and physical), and whether the proposal will impact on the demands for, or access to health and care services for those eligible for care and support under the Care Act 2014.
- Also consider whether your proposal promotes healthy lifestyles, personal responsibility and independence (including independent living) with support from family, friends and/or the community.

| Key considerations | Benefits | Risks | Mitigations / Recommendations |
|--|--|---|---|
| The Covid crisis and negative impacts on the economy may have adversely affected mental | The Rural Economic Strategy aims to support the recovery of the economy and | A key concern is that residents become long-term unemployed with | The RES sets out how we will minimise such effects by supporting people to return to work as soon as possible and be |

| Key considerations | Benefits | Risks | Mitigations / Recommendations |
|--|--|---|--|
| health due to concerns related to jobs and money. | return to growth as quickly as possible, thereby reducing the impacts on mental health. | associated emotional and well-being adverse effects. | able to find good quality employment. |

Communities Assessment

Use this section to identify the impact of the proposal on communities.

Key considerations:

- Determine whether your proposal will provide opportunities to strengthen community capacity to create safer and stronger communities and provide opportunities for volunteering.
- Consider the different localities and communities your proposal may impact, identifying any communities that could be more adversely impacted than others, for example, rural communities.
- Engage with [Strategic Delivery Managers](#) (SDMs) – they have a great deal of knowledge about their relevant localities and will be key to providing insight and expertise.

| Key consideration | Benefits | Risks | Mitigations / Recommendations |
|---|---|---|--|
| Inclusive growth and levelling up cuts across all priorities within the Rural Economic | The Rural Economic Strategy sets out how | Not delivering the RES has the potential | Whilst setting our overall priorities, the RES allows us to |

| Key consideration | Benefits | Risks | Mitigations / Recommendations |
|---|---|--|---|
| Strategy, with the aim being that growth will benefit all residents. | we will create a more prosperous Staffordshire to the benefit of all our residents in rural communities. | to adversely affect our resident's economic wellbeing, including for specific groups. | remain agile and respond accordingly to changing conditions to ensure we are continuing to have a positive impact on the development of the local rural economy. |
| | | | |
| | | | |

Page 99

Economic Assessment

A key priority within our Strategic Plan is to **'Support Staffordshire's economy to grow, generating more and better paid jobs'**. This section should therefore be used to identify the impact of the proposal on delivery of this priority.

Key considerations:

- Determine whether the proposal will impact economic growth and whether it will promote Staffordshire as a 'go to' location for new businesses to invest and start up and existing businesses to grow.
- Consider whether the proposal will impact upon resident's income and access to good quality jobs.
- Also consider how the proposal will allow residents to improve, diversify and adapt their skills and qualifications.

| Key consideration | Benefits | Risks | Mitigations / Recommendations |
|---|--|---|--|
| The Rural Economic Strategy sets out our priorities to support the creation of more, good quality jobs in the county through the | Enabling the creation of more, better jobs and supporting people to take advantage of | Doing nothing risks the creation of poor-quality jobs that negatively impact the | Delivery of the Rural Economic Strategy will support the creation of more, good quality jobs within the county especially focusing on |

| Key consideration | Benefits | Risks | Mitigations / Recommendations |
|--|--|---|---|
| delivery of support programmes to rural businesses. | these opportunities has significant benefits including, including for the wealth, health, and wellbeing of residents. | health and wellbeing of residents. | jobs created in the rural hub towns and sectors prevalent across the county's rural areas. |

Climate Change Assessment

A key priority within our Strategic Plan is to 'Tackle climate change, enhance our environment, and make Staffordshire more sustainable'. This section should therefore be used to identify the impact of the proposal on delivery of this priority.

Key considerations:

- Our mission is to 'Make Staffordshire Sustainable', and we have made a commitment to achieve net zero emissions by 2050 across every aspect of our service provision and estate. Our [Climate Change StaffSpace page](#) sets out our plans to achieve this which will help you to consider the impact of your proposal on Climate Change and how it helps us to achieve our vision of "net zero".
- If the project has some negative aspects with this strategic goal in mind, then you should demonstrate how this is to be mitigated.
- It would also be useful if there could be a carbon impact (tonnes of CO₂e), attributed to the completion of the entire project.
- Any carbon saving that can be attributed to the proposal, should also be explained and quantified.

- It is essential that you complete the [Climate Change Learning Hub module](#) before completing this assessment.
- If there are no climate change implications arising as a result of the project, you can provide background to show this has been considered.
- Please contact the Sustainability and Climate Change Team at sustainability@staffordshire.gov.uk for further advice and guidance.

| Key considerations | Benefits | Risks | Mitigations / Recommendations |
|---|--|--|---|
| All residents. | Climate change and the need to support the transition to a low carbon economy is a key priority that cuts across all strategic priorities within the Rural Economic Strategy. | Not supporting clean growth has the potential to lead to unsustainable future development. | Climate change is a key strand throughout the Rural Economic Strategy and will need to be considered as part of project / programme development. All intervention activity through the RES should seek to support Staffordshire's economy becoming net zero by 2050 in line with both local and national climate change policies and strategies. |
| Specific projects are already being developed and delivered as part of delivery plans for the Rural Economic Strategy. However, inclusive growth and levelling-up is a 'golden-thread' throughout the RES and therefore the impact on specific groups will be considered as part of project development. | Supporting growth is a key part of the Rural Economic Strategy, i.e., providing residents with good employment and all the benefits this brings. | Development needs to be delivered sustainably to ensure any adverse impact on the environment is mitigated. | Any impact of the delivery of the Rural Economic Strategy on the environment will be considered as part of the development of specific projects / programmes and delivery plans. |

Use this section to identify the impact of the proposal on the physical environment. How does the proposal support the utilisation and maintenance of Staffordshire's built and natural environments, thereby improving health and wellbeing and strengthening community assets?

Key considerations:

- You should consider whether your proposal will affect: the built environment; the rural environment including agriculture; air, water and land quality; waste and recycling; and ability to travel/access to transport, particularly sustainable methods.

| Key considerations | Benefits | Risks | Mitigations / Recommendations |
|--|--|--|--|
| Creating bespoke projects and programmes for the agricultural and food/drink sectors. | The Rural Economic Strategy seeks to support agricultural and food/drink businesses. | Lack of available resources to support growth and investment in these sectors. | The RES contains a specific priority theme to support sustainable intensification in agriculture to enhance productivity and reduce waste. |
| The delivery of projects that both support economic growth and sustainable travel. | Projects can help to enable businesses and people to make positive healthy lifestyle choices and benefit of improved air quality. | Without consideration of air quality, future investment in economic projects could have a negative impact on the environment. | A key aspect of the Rural Economic Strategy is the delivery of infrastructure to support growth. We have successfully delivered sustainable transport projects in recent years, and this will continue to support improved air quality. |

Section 3: Submitting your CIA

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

- The project supports the Council's [Strategic Plan](#) and [Medium Term Financial Strategy](#)
- The aims, objectives and outcomes of the project have been clearly identified and it is clear what the decision is or what decision is being requested
- For decisions going to Cabinet, the CIA findings are reflected in the Cabinet Report and potential impacts are clearly identified and mitigated for (where possible)
- The appropriate evidence has been used to inform the CIA and decision – engagement / consultation, data, research, local knowledge
- The appropriate people have been involved to provide knowledge and expertise to inform the CIA / decision
- The CIA evidences how the Council has considered its statutory duties under the Equality Act 2010 and how it has considered the impacts of any change on people with protected characteristics

Next Steps:

- When you are satisfied you have completed the above actions, the CIA needs to be approved as appropriate – depending on the size of your project, this could be your manager, project lead or SLT
- If your CIA is going to Cabinet, it should be submitted as part of the Cabinet papers
- You should also submit your CIA to amanda.dawson-blower@staffordshire.gov.uk

| |
|-------------------------|
| Local Members' Interest |
| N/A |

Prosperous Overview and Scrutiny Committee – 26 May 2022

Work Programme Planning 2022/23

Recommendation

1. That the Committee consider and agree an initial draft Work Programme for 2022/23 Municipal Year.

Report of the Scrutiny and Support Officer

Summary

2. Staffordshire County Councils Overview and Scrutiny Committee structures have been designed to ensure effective accountability for the delivery of the key outcomes set out in their Strategic Plan 2022-26. According to the Authority's constitution, the Committee are responsible for scrutiny of :-

"achievement against the Council's strategic ambitions for promoting prosperity and economic growth. The committee is also responsible for the scrutiny of highways infrastructure and connectivity. In addition, the committee will be responsible for priorities around education, learning and skills. As such the statutory education co-optees will sit on this committee".

3. Members are therefore asked to identify, provisionally agree and schedule items for the Committee's 2022/23 Work Programme (draft attached at Appendix 2) with a view to reviewing its contents throughout the year to ensure topics and timescales remain relevant to the work of the Authority.

Report

Remit of Prosperous Overview and Scrutiny Committee

4. In broad terms, the Committee's remit is to scrutinise the work of the Council with regard to the following key Priority Outcomes, as set out in the Strategic Plan:- (i) "have access to more good jobs and share the benefit of economic growth" and; (ii) "live in thriving and sustainable communities".

5. Priority (i) above generally relates to the portfolios of the Cabinet Members for (i) Economy and Skills (Philip White); (ii) Environment Infrastructure and Climate Change (Simon Tagg) and; (iii) Highways and Transport (David Williams), whereas priority (ii) above relates to the Portfolios of the Cabinet Members for Education and SEND (Jonathan Price) and Communities and Culture (Victoria Wilson) (however, there might be instances where potential topics for scrutiny cut across both Strategic Priorities and Portfolios).
6. Therefore, the Committee lead on overview and scrutiny of such matters as:- (i) economic development; (ii) community learning; (iii) waste disposal; (iii) broadband connectivity; (iv) roads and buses; (v) access to education by school age children and young people and; (vi) libraries the arts and archives etc. The Committee are also the County Council's designated body for consideration of flood and water management in Staffordshire.

Developing the Work Programme

7. This meeting provides an opportunity for Members to begin to identify and prioritise what they wish to scrutinise during the current Municipal Year. The relevant Cabinet Members will be present to outline areas they intend focussing on and a copy of Cabinet's Forward Plan of Key Decisions covering the period 18 May 2022 to 22 September 2022 is attached at Appendix 1 for information (items relevant to the Committee's Terms of Reference are highlighted).
8. When considering matters for inclusion into their Work Programme, Members are encouraged to ask themselves:-
 - Is the matter of particular concern to local residents as raised in correspondence, during canvassing or at surgeries?
 - Is the matter an identified priority for the County Council?
 - Does the matter relate to a particular service with a trend in weak performance eg as identified by external auditors or inspectors?
 - What difference will scrutiny of the matter make?
 - What are the likely consequences of not scrutinising the matter?

Matters carried over from Last Year's Work Programme

9. The Committee met on nine separate occasions during 2021/22 and undertook an extensive programme of work. However, whilst the following items were included but owing to prioritisation being given to other matters were not scrutinised:-
 - Delivering Housing in Staffordshire;
 - Live Labs.

10. A draft Work Programme is attached at Appendix 2 to the report together with a copy of the completed Work Programme for 2021/22 Municipal Year.

Methods of Scrutiny

13. Once Members have identified the matters they wish to scrutinise, consideration needs to be given to the most appropriate timings and methods of scrutiny for those issues. Members might wish to:-

- Consider an item at a single meeting;
- Consider an item over a series of meetings;
- Allocate the work to a small group of Members for investigation over a period of 2-3 months; or undertake an Inquiry Day
- Undertake joint scrutiny with Members from another Overview and Scrutiny Committee.

14. The choice of method will depend in part on the scope of the matter, capacity and the opportunity for locality working and community engagement in the review. Experience suggests that single issue meetings and small task groups tend to deliver more recommendations and outcomes than heavy agenda at scheduled committee meetings.

Reviewing the Work Programme

15. There will be an opportunity to review the work programme at every Committee meeting. Members are encouraged to raise issues at any point during the year and this can be done by:-

- Completing the proposal form for Work Programme items (on-line or in hard copy). The form can be found at:-
<https://www.staffordshire.gov.uk/Your-council-and-democracy/Scrutiny/Get-involved.aspx>
- Talking to the Chairman/Vice-Chairmen and Scrutiny and Support Team;
- Raising items under the 'Work Programme' item on meeting Agenda.

16. The simplest method is to discuss the issue under the Work Programme item on meeting Agenda. In developing a Work Programme, Members do not need to finalise it for the full year. To prepare reports and for officers/witnesses to attend meetings it is important to plan items for the next two/three meetings. Beyond that it is possible that new issues may arise which need to take priority; hence it is advisable to consider it a dynamic document. That way, the Committee are better able to respond to community concerns as and when they arise.

Link to Strategic Plan

17. The remits of the Council's Overview and Scrutiny Committees link to the strategic priorities set out in the County Council Strategic Plan 2022-26. Work programmes should link to community priorities or strategic outcomes if they are to deliver noticeable outcomes for local communities and the organisation.

Link to Other Overview and Scrutiny Activity

18. Overview and Scrutiny Committees are encouraged to identify whether any of the issues for their Work Programmes are 'cross cutting' and would benefit from joint working.

Equalities and Legal Implications

19. The County Council have a responsibility to undertake adequate Equality Impact Assessments to ensure services do not have a negative impact on any one section of the community and the scrutiny committees have a role in ensuring that this responsibility is fulfilled, particularly in regard to health impact. Scrutiny as a function must also comply with the relevant legislation. When considering Work Programme items, especially when undertaking reviews of policy, Overview and Scrutiny Committees must always consider whether their recommendations might impact differently on various individuals/sections of the community.

20. Overview and Scrutiny Committees will be updated as necessary on any matters affecting their operation that relate to legislation, regulations, and the County Council's Constitution.

Resource and Value for Money Implications

21. Work Programmes which are effectively prioritised will ensure that scrutiny activity is focused where it can be of greatest benefit.

Risk Implications

22. The key aspects of risk management in regard to scrutiny work programmes are:-

- ensuring that there are clear outcomes from the scrutiny process that impact positively upon the people and communities of Staffordshire and link to corporate priorities; and
- that there is adequate capacity for the Overview and Scrutiny Committees to complete the work that has been agreed.

Climate Change Implications

23. The Committee will need to consider the implications for climate change of any recommendations it makes in relation to those issues included on the work programme. The Committee should also consider the

implications of the scrutiny methods they decide to employ – for example, travelling for best practice visits.

Contact Officer

Name: Jonathan Lindop, Scrutiny and Support Officer

Telephone No.: 01785 276147

Address/e-mail: jonathan.lindop@staffordshire.gov.uk

Appendices/Background papers

Appendix 1 – Forward Plan of Key Decisions – 18 May 2022 – 21 September 2022

Appendix 2 – draft Work Programme

Appendix 3 – Completed Work Programme for 2021/22 Municipal Year.

FORWARD PLAN OF KEY DECISIONS

Period: 18 May 2022 - 21 September 2022

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

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

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

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

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

John Tradewell
Director of Corporate Services

**Forward Plan of Key Decisions
Period: 18 May 2022 - 21 September 2022**

NOTE:

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

| Predicted Date of Decision | Public or Private Decision | Title and Description | Background Documents | Consultation | Contact Officer |
|----------------------------|----------------------------|---|----------------------|--------------|--|
| May 2022 | Public | Staffordshire Better Care Fund 2021-22 (Cabinet Member for Health and Care (Julia Jessel)) Provide an update on the Better Care Fund performance across 2021-22, and a request for Cabinet to Delegate approval to enter into the section 75 agreements to the Director of Health | | n/a | Dr Richard Harling MBE (Tel: 01785 278700) Service Area: Health and Care |
| June 2022 | Public | Corporate Delivery Plan 2022/23 (Cabinet Member for Finance and Resources (Ian Parry)) Review and approval of The Corporate Delivery Plan for 2022/23, a plan of key priorities across the organisation that identifies the key activities underway across each directorate | | N/A | Kerry Dove (Tel: 07855 679112) Service Area: Strategy and Transformation |

| Predicted Date of Decision | Public or Private Decision | Title and Description | Background Documents | Consultation | Contact Officer |
|----------------------------|----------------------------|--|----------------------|---|---|
| June 2022 | Public | <p>Bus Service Improvement Plan - Enhanced Partnership Plan and Scheme (Cabinet Member for Highways and Transport)</p> <p>This report outlines the purpose of the Enhanced Partnership Plan and Enhanced Partnership Scheme, which summarise the main themes of the Bus Service Improvement Plan, in setting out an analysis of local bus services in Staffordshire, the objectives for the quality and effectiveness of bus services and how the Enhanced Partnership Scheme or Schemes are intended to achieve these objectives. The Enhanced Partnership Scheme describes the Facilities, Measures and Obligations to be implemented to meet those objectives and how the partnership is constituted and operates. Both the Enhanced Partnership Plan and the Enhanced Partnership Scheme have been prepared by Staffordshire County Council, in consultation with the bus operators and district councils, under the Transport Act 2000 (c.38).</p> | | Staffordshire Bus Operators and Community Transport Providers | Clive Thomson (Tel: 01785 276522) Service Area: Connectivity and Sustainability |

| Predicted Date of Decision | Public or Private Decision | Title and Description | Background Documents | Consultation | Contact Officer |
|----------------------------|----------------------------|--|----------------------|------------------------------------|---|
| June 2022 | Public | <p>Digital Connectivity in Staffordshire (Cabinet Member for Environment, Infrastructure and Climate Change (Simon Tagg))</p> <p>To provide an update on Digital Connectivity in Staffordshire and future priorities for investment.</p> | | Borough | <p>Anthony Baines (Tel: 01785 895984) Service Area: Economy, Infrastructure & Skills</p> |
| June 2022 | Public | <p>Staffordshire Sustainability Board - Vision and council commitments (Cabinet Member for Environment, Infrastructure and Climate Change (Simon Tagg))</p> <p>Staffordshire Sustainability Board - Vision and council commitments for consideration, after being passed and approved by members of the Staffordshire Sustainability Board.</p> | | None | <p>Clive Thomson (Tel: 01785 276522) Service Area: Staffordshire County Council/Sustainability</p> |
| June 2022 | Public | <p>Final Financial Outturn 2021-22 (Cabinet Member for Finance and Resources (Ian Parry))</p> <p>To update Cabinet with the final financial position against the 2021/22 budget.</p> | | Directorate Management Teams, SLT. | <p>Rachel Spain (Tel: 01785 854455) Service Area: Finance</p> |

| Predicted Date of Decision | Public or Private Decision | Title and Description | Background Documents | Consultation | Contact Officer |
|----------------------------|----------------------------|--|----------------------|--|--|
| June 2022 | Public | <p>Mobilisation of Staffordshire's Household Waste Recycling Centres (Cabinet Member for Commercial Matters (Mark Deaville), Cabinet Member for Environment, Infrastructure and Climate Change (Simon Tagg))</p> <p>To provide Cabinet with an update on the mobilisation of the HWRC's from a contractual to an in-house service</p> | | None, update to Cabinet on mobilisation only | Clive Thomson (Tel: 01785 276522) Service Area: EI&S |
| July 2022 | Public | <p>North Staffordshire Local Air Quality Plan (NSLAQP) (Cabinet Member for Highways and Transport)</p> <p>Consideration of the Full Business Case for Phase 2 - A53 bus gate of the North Staffordshire Local Air Quality Plan and associated bid to the Clean Air Fund.</p> | | none | Clive Thomson (Tel: 01785 276522) Service Area: Connectivity and Sustainability |
| August 2022 | Public | <p>Families Health & Wellbeing (0-19) Service - from April 2024 (Cabinet Member for Children and Young People (Mark Sutton))</p> <p>Options and recommendations for Cabinet regarding the Families Health & Wellbeing (0-19) service from April 2024.</p> | | None at this stage. | Natasha Moody (Tel: 07976191079) Service Area: Children's Wellbeing & Partnership Team |
| August 2022 | Private | <p>Family Hub Model (Cabinet Member for Children and Young People (Mark Sutton))</p> <p>To scrutinise and review the proposed Family Hub model and offer</p> | | N/A | Natasha Moody (Tel: 07976191079) Service Area: Wellbeing and |

| Predicted Date of Decision | Public or Private Decision | Title and Description | Background Documents | Consultation | Contact Officer |
|----------------------------|----------------------------|--|----------------------|--------------|-----------------|
| | | constructive feedback on the proposed model. | | | Partnerships |

WORK PROGRAMME

Prosperous Overview and Scrutiny Committee – 2022/2023

This document sets out the work programme for Prosperous Overview and Scrutiny Committee for 2022/2023.

Prosperous Overview and Scrutiny Committee are responsible for scrutiny of highways infrastructure and connectivity, flood and water management, education, learning and skills. As such, the statutory education co-optees will sit on this committee. The Work Programme is linked to the Vision, Outcomes and Priorities detailed in the Council's Strategic Plan 2022-26.

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

Councillor Tina Clements

Chairman of Prosperous Overview and Scrutiny Committee

If you would like to know more about our Work Programme or how to raise issues for potential inclusion on a Work Programme, then please contact Jonathan Lindop, Scrutiny and Support Officer (jonathan.lindop@staffordshire.gov.uk).

Work Programme 2022/2023

| Date of Meeting | Item | Details (Background) | Action / Outcome |
|--|--|---|------------------|
| Thursday 26 May 2022 at 10.00 am | Work Programme Planning | | |
| | Rural Economic Strategy Cabinet Member: Philip White Lead Officers: Darryl Eyers/Anthony Hodge | Requested by email (Cabinet Member 17 March 2022). | |
| Wednesday 15 June 2022 at 2.00 pm (additional meeting) | Highways Transformation – Update Cabinet Member: David Williams Lead Officers: Darryl Eyers/James Bailey | Requested by Cabinet Member at 14 April 2022 Committee Meeting. | |
| | SEND Green Paper – Staffordshire’s response Cabinet Member: Jonathan Price Lead Officers: Tim Moss | Proposed by Cabinet Member at 12 May 2022 Triangulation Meeting. | |
| Thursday 7 July 2022 at 10.00 am | Highways Transformation Programme – Three Strands Progress Cabinet Member: David Williams Lead Officers: Darryl Eyers/James Bailey | Requested at 13 January 2022 Committee Meeting. | |
| | Town Centre Regeneration Programmes - Update Cabinet Member: Phillip White | Requested at 29 November 2021 Triangulation Meeting. Postponed until late summer at the request of Cabinet Member (via email | |

Work Programme 2022/2023

| Date of Meeting | Item | Details (Background) | Action / Outcome |
|--|---|---|------------------|
| | Lead Officers: Darryl Eyers/Anthony Hodge | from Anthony Hodge 1 February 2022). | |
| | HS2 Connectivity with existing 'classic' Network Cabinet Member: David Williams Lead Officers: Darryl Eyers/Clive Thompson | Raised at 13 January 2022 Committee meeting; offer of engagement with Avanti West Coast received 28 February 2022 (email from Jason Pacey, HS2); provisionally accepted by Chairman 4 March 2022. | |
| Page 119 | Flood Risk Management Strategy 2021/27 Outcome Measures – Progress Cabinet Member: Simon Tagg Lead Officers: Darryl Eyers/Jamie Cooper | Requested at 29 November 2021 Committee meeting. | |
| Thursday 29 September 2022 at 10.00 am | North Staffordshire Local Air Quality Plan Cabinet Member: David Williams Lead Officers: Darryl Eyers/Clive Thomson | Requested by email 4 February 2022 (Joanne Keay on behalf of Cabinet Member). | |
| Thursday 10 November 2022 at 10.00 am | Household Waste Recycling Centres – New Service Performance against Key Performance Indicators Cabinet Member: Simon Tagg Lead Officers: Darryl Eyers/Clive Thomson | April 2022 update requested at 16 September 2021 Committee meeting. Postponed until reconfigured service operational requested by email 8 March 2022 (Clive Thomson on behalf of Cabinet Member). | |

Work Programme 2022/2023

| Date of Meeting | Item | Details (Background) | Action / Outcome |
|---------------------------------------|--|--|------------------|
| | Digital Infrastructure - Update Cabinet Member: Simon Tagg Lead Officers: Darryl Eyers | Proposed by Cabinet Member at 12 May 2022 Triangulation Meeting. | |
| Thursday 22 December 2022 at 10.00 am | | | |
| Friday 3 February 2022 at 10.00 am | | | |
| Thursday 27 April 2023 at 10.00 am | | | |

Any provisional matter requiring Committee confirmation/approval are shown in green

Items for Consideration – Work Programme 2022/2023

| Suggested Item | Details (Background) | Proposed Date of Meeting |
|--|---|--------------------------|
| Delivering Housing in Staffordshire Cabinet Member: Mark Deaville Lead Officers: Anthony Hodge/ Mark Parkinson/Matthew Shufflebotham | Programmed for consideration at November 2020 Committee Meeting but Agenda full. However, nothing further to report at present. | |
| Live Labs Cabinet Member: Julia Jessel/Jonathan Price/David Williams Lead Officers: Clive Thomson/Louise Clayton/Nick Dawson | | |
| Safer Roads Partnership Update Cabinet Member: David Williams Lead Officers: Darryl Eyers | Requested at 16 September 2021 Committee meeting | |

| Items for Consideration – Work Programme 2022/2023 | | |
|--|---|---------------------------------|
| Suggested Item | Details (Background) | Proposed Date of Meeting |
| Bus Transport for Young People Cabinet Member: David Williams Lead Officers: Darryl Evers/Clive Thomson | Requested at 29 November 2021 Triangulation Meeting | |
| Countryside Review – Update Cabinet Member: Victoria Wilson Lead Officers: Helen Riley/Sarah Bentley | Requested at 24 February 2022 Committee Meeting. | |
| Staffordshire History Centre – Update Cabinet Member: Victoria Wilson Lead Officers: Catherine Mann | Proposed by Cabinet Member at 12 May 2022 Triangulation Meeting. | Early Autumn 2022 |
| Libraries Services Relocation/Reconfiguration (Burton-on-Trent, Cannock and Tamworth) Cabinet Member: Victoria Wilson Lead Officers: Catherine Mann | Proposed by Cabinet Member at 12 May 2022 Triangulation Meeting. | Early Autumn 2022 |
| Chasewater Vision Cabinet Member: Victoria Wilson Lead Officers: Catherine Mann | Proposed by Cabinet Member at 12 May 2022 Triangulation Meeting. | |

Any provisional matter requiring Committee confirmation/approval are shown in green

| Standing Items 2022/2023 | | |
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| Item | Details (Background) | Action / Outcome |
| HS2 Six-monthly Update – Impact on Staffordshire Cabinet Member: Philip White Lead Officer: Sarah Mallen | Requested at 26 February 2021 Committee meeting (amended at 23 July 2021 Committee Meeting) | |
| Economic Recovery Renewal and Transformation Six monthly Update and | Requested at 15 July 2020 Triangulation meeting (amended at 23 July 2021 and | |

Standing Items 2022/2023

| Item | Details (Background) | Action / Outcome |
|--|--|------------------|
| APMG Report – Future Economy and Enterprise – Update (combined item) Cabinet Member: Philip White Leads Officer: Anthony Hodge | 13 January 2022 Committee meetings). Further update incorporated into County Economic Strategy report to 23 March 2022 Committee meeting. Next update due at September 2022 Committee meeting. | |

Any provisional matter requiring Committee confirmation/approval are shown in green

Briefing Notes / Updates / Visits 2022/2023

| Date | Item | Details (Background) | Action / Outcome |
|------|------|----------------------|------------------|
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Working Groups / Inquiry Days 2022/2023

| Date | Item | Details (Background) | Action / Outcome |
|-----------|---|---|---|
| Ongoing | Sexual Harassment in Staffordshire Schools | Participation requested by Safeguarding Overview and Scrutiny Committee. Rev Michael Metcalf (Prosperous Scrutiny representative). | Final draft report considered at 14 April 2022 Committee meeting. Sign-off to be notified and monitoring arrangements to be agreed. |
| Postponed | 'Bus Back Better' – Enhanced Partnership for Staffordshire Cabinet Member: David Williams Lead Officers: Darryl Eyers/Clive Thomson | Requested by email 5 January 2022 (Louise Clayton on behalf of Cabinet Member). Postponed until March 2022 meeting following delay in announcing Bus Service Improvement Plan (BSIP) settlement by Central Government. | |

Working Groups / Inquiry Days 2022/2023

| Date | Item | Details (Background) | Action / Outcome |
|------|------|--|------------------|
| | | Further delay in announcing Settlement received (email from Louise Clayton 8 March 2022). Notified of unsuccessful BSIP Bid by email 12 April 2022 (Louise Clayton on behalf of Cabinet Member). Cabinet Member evaluating consequences for Staffordshire. | |
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Any provisional matter requiring Committee confirmation/approval are shown in green

| Membership – County Councillors 2022-2023 (provisional) | Calendar of Committee Meetings - 2022-2023 (All meetings to be held at County Buildings, Stafford unless otherwise stated) |
|--|--|
| Tina Clements (Chairman) Ross Ward (Vice-Chairman – Scrutiny) Peter Kruskonjic (Vice-Chairman – Overview) Philippa Hadden Philip Hudson Syed Hussain Graham Hutton Ian Lawson David Smith Bernard Williams Mike Deakin (Co-optee) Rev. Preb. Michael Metcalf (Co-optee) Jessica Shulman (Co-optee) | Thursday 26 May 2022 at 10.00 am |
| | Wednesday 15 June 2022 at 2.00 pm (additional meeting) |
| | Thursday 7 July 2022 at 10.00 am |
| | Thursday 29 September 2022 at 10.00 am |
| | Thursday 10 November 2022 at 10.00 am |
| | Thursday 22 December 2022 at 10.00 am |
| | Friday 3 February 2023 at 10.00 am |
| | Thursday 27 April 2023 at 10.00 am |
| | |

WORK PROGRAMME – 14 April 2022

Prosperous Overview and Scrutiny Committee

This document sets out the work programme for the Prosperous Staffordshire Select Committee for 2021/22.

The Prosperous Overview and Scrutiny Committee are responsible for scrutiny of highways infrastructure and connectivity, flood and water management, education, learning and skills. As such the statutory education co-optees will sit on this committee. The Work Programme is linked to the Vision, Outcomes and Priorities detailed in the Council's Strategic Plan 2018-22.

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

County Councillor Tina Clements

Chairman of the Prosperous Overview and Scrutiny Committee

If you would like to know more about our work programme, please contact Jonathan Lindop - Scrutiny and Support Officer by emailing jonathan.lindop@staffordshire.gov.uk

Work Programme 2021/22

| Date of meeting | Item | Details | Information/Action/Outcome from meeting |
|----------------------------------|---|---|--|
| Friday 23 July 2021 am | <p>All Party Member Working Group (APMWG) Report - Future Economy and Enterprise Cabinet Member: Alan White Chairman APMWG: Simon Tagg Lead Officers: John Tradewell/Peter Barker</p> | <p>Raised at 15 January 2021 Committee meeting.</p> | <p>(a) That the report be received and noted.</p> <p>(b) That the Executive's response to the Aspiration, Future Economy and Enterprise All Party Work Group and the progress which had already been made to date, be welcomed.</p> <p>(c) That a further update on the progress made in implementing the recommendations/Action Plan be brought to the Committee at their January 2022 meeting or following consideration by Cabinet, whichever is the later.</p> |
| | <p>Economic Recovery, Renewal and Transformation Quarterly Update Cabinet Member: Philip White Lead Officers: Darryl Eyers/Anthony Hodge</p> | <p>Requested at 15 July 2020 Triangulation meeting.</p> | <p>(a) That the report be received and noted.</p> <p>(b) That the early signs of economic recovery following the re-opening of the Staffordshire economy be welcomed.</p> <p>(c) That a further update be brought to the Committee January 2022.</p> |
| | <p>HS2 Quarterly Update Cabinet Member: Philip White Lead Officers: Darryl Eyers/Sarah Mallen</p> | <p>Requested at 26 February 2021 Committee meeting.</p> | <p>(a) That the oral report and presentation be received and noted.</p> <p>(b) That arrangements be made for the Committee to visit HS2's Operator Skills/Apprentice Hub at Dunton Warf, Tamworth to see something of the work being undertaken to safeguard/promote prosperity in the County.</p> <p>(c) That a further update be brought to the Committee in January 2022.</p> |
| Thursday 16 September 2021 am | <p>Household Waste Recycling Centres Mobilisation Update and Intended Changes Cabinet Member: Simon Tagg Lead Officers: Clive Thomson/Carole Smith</p> | <p>Requested at 2 July 2021 Pre-Agenda preview.</p> | <p>(a) That the report be received and noted.</p> <p>(b) That a further update report be brought to the Committee at their meeting in April 2022.</p> <p>(c) That a further report be brought to the Committee setting out performance of the</p> |

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| | | | new service against relevant Key Performance Indicators, in due course. |
| | <p>Proposal for Scrutiny Review - 20 mph Speed Limits by Mike Barr Cabinet Member: David Williams Lead Officers: Darryl Eyers/James Bailey</p> | Requested at 2 July 2021 Pre-Agenda preview. | <p>(a) That the report and Proposal for Scrutiny Review Form be received and noted.</p> <p>(b) Not to undertake further scrutiny of the introduction of 20 mph limits/zones at this time but to keep the matter under review and consider undertaking further work at the appropriate time as necessary.</p> <p>RECOMMEND Cabinet – (a) That the introduction of additional 20 mph limits/zones within local neighbourhoods should continue as identified in the County Council’s Strategic Programme of Work and as local community priorities established through the Members’ Divisional Highways Programme.</p> <p>(b) That residents of Staffordshire be encouraged to engage with their local County Councillors on matters relating to excessive vehicle speeds and traffic calming with a view to seeking local resolution of issues for the benefit of the communities concerned.</p> |
| | <p>Safer Roads Partnership Cabinet Member: David Williams Lead Officers: Darryl Eyers/James Bailey</p> | Requested at 2 July 2021 Pre-Agenda preview. | <p>(a) That the report be received and noted.</p> <p>(b) That the work of the Staffordshire and Stoke-on-Trent Road Safety Partnership in reducing road accident casualties be welcomed.</p> <p>(c) That the governance structure and operating model of the Partnership, as outlined in the report, be supported.</p> <p>(d) That the on-going performance of the Partnership be monitored closely and further updates be brought to the Committee, as required.</p> |
| | <p>Climate Change Annual Report and draft Climate Change Action Plan 2 Cabinet Member: Simon Tagg</p> | Requested by email from Clive Thomson 21 July 2021 | |

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| | Lead Officer: Darryl Eyers/Clive Thomson | Now to be considered by Corporate Overview and Scrutiny Committee with the agreement of the Chairmen. | |
| | National Bus Strategy Cabinet Member: David Williams Lead Officer: Darryl Eyers/Clive Thomson | Added with the agreement of the Chairman, in leu of Climate Change Annual report (above). | That the report be received and noted. RECOMMEND Cabinet - That the following priorities be reflected in the County Council's Bus Service Improvement Plan (BSIP):- <ul style="list-style-type: none"> • Improvements to be made to Roadside Information and Infrastructure including bus shelters, bus stops, timetable information and real time information etc. • Passenger information provided to be consistent and accurate at all locations. • Improvements to be made to the timing and reliability of local bus services. • Links to be made to other strategic agendas and policy areas, including climate change and access to education. • Engagement to be maintained with bus users and local communities as the BSIP and Enhanced Partnership are developed, particularly in the most rural areas of the County. • Residents to be encouraged to use local bus services in order to improve the financial viability and sustainability of services. |
| Thursday 11 November 2021 am <i>NB Chairman on Jury Service</i> Monday 29 November 2021 pm | Highways Partner Contract Performance and Transformation Cabinet Member: David Williams Lead Officers: Darryl Eyers/James Bailey | Requested at 2 July 2021 Pre-Agenda preview. | (a) That the report be received and noted. (b) That the performance achieved by the County Council's Infrastructure+ and lighting contracts, since their commencement, be noted and the efforts being made to improve customer satisfaction in the future be welcomed. (c) That the feasibility of providing Members with additional information, via the County Council's electronic mapping system, on highway structures/assets within their |

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| | | | <p>Divisions, included in the above-mentioned lighting contract, be investigated.</p> <p>(d) That on-going performance against the above-mentioned contracts be monitored closely.</p> <p>(e) That further reports on the County Council's Highways Infrastructure Transformation Programme, in light of its revised priority status, be brought to future meetings for consideration/scrutiny, as required.</p> |
| | <p>Flood Risk Management Cabinet Member: Simon Tagg Lead Officers: Darryl Eyers/Jamie Cooper</p> | <p>Requested at 2 July 2021 Pre-Agenda preview.</p> | <p>(a) That the report be received and noted.</p> <p>(b) That the concerns of Eccleshall Flood Action Group regarding flooding in Staffordshire, be noted.</p> <p>(c) That the County Council's Flood Risk Management Team's priorities for 2021/22 be supported.</p> <p>(e) That the proposed process and timescales for the Flood Risk Management Strategy refresh be supported.</p> <p>(f) That progress against the County Council's proposed Outcome Measures for the 2021/27 Flood Risk Management Strategy be brought to the Committee for scrutiny in six-months' time.</p> |
| | <p>Local Industrial Strategy/Strategic Infrastructure Plan Cabinet Member: Philip White Lead Officer: Anthony Hodge/Mark Parkinson</p> | <p>Item agreed at 30 October 2019 Triangulation Meeting. Added at request of Chairman at 31 August 2021 Pre-Agenda preview. Cabinet Member advised scrutiny premature at this stage.</p> | |
| | <p>Bus Transport Inquiry Day (Friday 21 January 2022) Information Sharing Session</p> | <p>Requested by Chairman at 29 October 2021 Inquiry day Planning Session.</p> | <p>N/A</p> |

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| <p>Friday 14 January 2022 am NB. Cabinet Member (PW) unavailable</p> <p>Thursday 13 January 2022 pm</p> | <p>All Party Member Working Group (APMWG) Report - Future Economy and Enterprise - Update Cabinet Member: Alan White Chairman APMWG: Simon Tagg Lead Officers: Darryl Eyers/John Tradewell/Peter Barker</p> | <p>Raised at 15 January 2021 Committee meeting; Update requested at 23 July 2021 meeting.</p> | <p>(a) That the report be received and noted.</p> <p>(b) That the progress made to date in implementing the recommendations of the former Aspiration, Future Economy and Enterprise All Party Work Group, be welcomed.</p> <p>(c) That a further update on progress be brought to the Committee at their July 2022 meeting (to be combined with the already programmed 'Economic Renewal and Transformation – Six Monthly Recovery Update' item).</p> |
| | <p>Economic Recovery, Renewal and Transformation quarterly six month Update Cabinet Member: Philip White Lead Officers: Darryl Eyers/Anthony Hodge</p> | <p>Requested at 15 July 2020 Triangulation meeting (amended at 23 July 2021 meeting).</p> | <p>(a) That the report be received and noted.</p> <p>(b) That the continued signs of economic recovery following the re-opening of the Staffordshire economy be welcomed.</p> <p>(c) That the Cabinet Member ensure appropriate emphasis on engagement with school pupils and students in further education to improve skills, employability and promote entrepreneurship.</p> <p>(d) That a further update be brought to the Committee in July 2022 to include key metrics linked to the four priority phases listed above.</p> |
| | <p>HS2 quarterly six month Update Cabinet Member: Philip White Lead Officers: Darryl Eyers/Sarah Mallen</p> | <p>Requested at 26 February 2021 Committee meeting (amended at 23 July 2021 meeting).</p> | <p>(a) That the oral report and presentation be received and noted.</p> <p>(b) That the efforts made to date to maximise the opportunities available to Staffordshire residents from the construction of the high-speed rail line by HS2 be welcomed.</p> <p>(c) That a further update be brought to the Committee in July 2022.</p> <p>(d) That the Deputy Leader and Cabinet Member for Economy and Skills continue to be held to account for his efforts to maximise the opportunities available to</p> |

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| | | | Staffordshire residents from the construction of the line, where possible. |
| | Highways High Level Transformation Cabinet Member: David Williams Lead Officers: Darryl Eyers/James Bailey | Requested by email 14 December 2021 (James Bailey on behalf of Cabinet Member). | (a) That the presentation be received and noted. (b) That the various items included in their Work Programme for the current Municipal Year relating to the Highways Transformation Programme, be confirmed. |
| Friday 21 January 2022 at 10.00 am Monday 21 February 2022 at 10.00 am (Inquiry Day) | Community Transport and the Supported Bus Network Inquiry Day Cabinet Members: David Williams and Mark Deaville Lead Officers: Darryl Eyers/Clive Thomson | “The Committee agreed to monitor the impact of the removal of bus subsidies going forward. The Leader of the Opposition also requested that a report come back to the Committee on benchmarking with other local authorities. To include issues in respect of public transport and changes to the Your Staffordshire Card Scheme.” Work Programme April 2021. Postponed until Bus Service Improvement Plan (BSIP) Settlement known. | |
| Friday 25 February 2022 am NB. Cabinet Member (PW) unavailable Monday 28 February 2022 pm | Staffordshire Community Learning Service’s Annual Self-Assessment Report Cabinet Member: Phillip White Lead Officers: Darryl Eyers/Amanda Darlington | Requested by email 19 November 2021 (Amanda Darlington on behalf of Cabinet Member). | (a) That the report be received and noted. (b) That the ‘Good’ performance of the Community Learning Service during 2020/21 be welcomed. (c) That efforts continue to be made to increase participation rates in Community Learning during 2021/22. (d) That additional measures be adopted to promote further education by those who had undertaken Community Learning courses, as necessary. |
| | Town Centre Regeneration Programmes –Update Cabinet Member: Phillip White | Requested at 29 November 2021 Triangulation Meeting. | |

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| Lead Officers: Darryl Eyers/Anthony Hodge | Postponed until late summer. requested by email 1 February 2022 (Anthony Hodge on behalf of Cabinet Member). | |
| Countryside Review – Update Cabinet Member: Victoria Wilson Lead Officers: Helen Riley/Sarah Bentley | Requested at 29 November 2021 Triangulation Meeting. | <p>(a) That the report be received and noted.</p> <p>(b) That the revised Future Vision for the County Council’s Countryside Estate be supported.</p> <p>(c) That consideration be given to the inclusion of reference to habitats and wildlife in the Vision to re-enforce the work already undertaken in the Staffordshire Nature Recovery Declaration.</p> <p>(d) That a further report enabling pre-decision scrutiny of future investment proposals for Staffordshire’s Country Parks be brought to the Committee for consideration, at the appropriate time.</p> |
| Highways Infrastructure Asset Management Plan Cabinet Member: David Williams Lead Officers: Darryl Eyers/James Bailey | Requested by email 14 December 2021 (James Bailey on behalf of Cabinet Member). | <p>(a) That the report be received and noted.</p> <p>(b) That the draft revised Highways Asset Management Plan be supported.</p> <p>(c) That additional efforts be made to ensure compliance with the various provisions set out in the Plan under the County Council’s existing contractual arrangements including, where necessary, better communication channels with Local Members and the Public.</p> |
| ‘Bus Back Better’ – Enhanced Partnership for Staffordshire Cabinet Member: David Williams Lead Officers: Darryl Eyers/Clive Thomson | Requested by email 5 January 2022 (Louise Clayton on behalf of Cabinet Member) Postponed until March meeting following delay in announcing Bus Service Improvement Plan (BSIP) settlement by Central Government. | |

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| | | Postponement until Settlement known, requested at 3 February 2022 Triangulation meeting. | |
| | Accessibility Strategy Cabinet Member: Jonathan Price Lead Officers: Helen Riley/Carolyn Knight | Requested by email 29 January 2022 (Carolyn Knight on behalf of Cabinet Member) | (a) That the report be received and noted. (b) That the County Council's Accessibility Strategy 2021/24 (to be amended to 2021/26) be supported. (c) That appropriate action be taken to improve engagement with Stakeholders in the future having regard to the relatively low number of consultation responses received on the draft Strategy. |
| Additional meeting Friday 18 March 2022 am (Cabinet Member's availability confirmed) | Highways Infrastructure Transformation Cabinet Member: David Williams Lead Officers: Darryl Eyers/James Bailey | Requested at 12 November 2021 pre-Agenda Preview. Postponed until 14 April 2022 Committee meeting with the approval of the Chairman at Pre-Agenda Preview on 8 March 2022. | |
| Additional meeting Wednesday 23 March 2022 pm (Re-arranged at request of Cabinet Member, Cabinet Members' availability confirmed) | County Economic Strategy (Pre-decision Scrutiny) Cabinet Member: Philip White Lead Officers: Darryl Eyers/Matthew Shufflebotham | Requested by email 8 December 2021 (Matthew Shufflebotham on behalf of Cabinet Member). | |
| | 'Bus Back Better' – Enhanced Partnership for Staffordshire Report/Recommendations from Inquiry Day on 21 February 2022. | Requested by email 5 January 2022 (Louise Clayton on behalf of Cabinet Member) Postponed following delay in announcing Bus Service Improvement Plan (BSIP) settlement by Central Government. Postponed until Settlement known, requested at 3 February 2022 Triangulation meeting. | |
| | Staffordshire Standing Advisory Council on Religious Education's Annual Report 2021/22 | Requested at Committee meeting on 24 February 2022 | |

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| | Cabinet Member: Jonathan Price Lead Officers: Helen Riley | | |
| Thursday 14 April 2022 am | Household Waste Recycling Centres New Service Mobilisation - Update Cabinet Member: Simon Tagg Lead Officers: Clive Thomson/Carole Smith | Requested at Committee meeting on 16 September 2021. Postponed until reconfigured service operational requested by email 8 March 2022 (Clive Thomson on behalf of Cabinet Member) | |
| | Bus Service Improvement Plan Progress/Settlement Cabinet Member: David Williams Lead Officers Darryl Eyers/Clive Thomson | Requested at 29 November 2021 Triangulation Meeting. Postponed following delay in announcing Bus Service Improvement Plan (BSIP) settlement by Central Government. | |
| | Skills, Jobs and Business Development – Update Cabinet Member: Phillip White Lead Officers: Darryl Eyers/Anthony Hodge | Requested at 29 November 2021 Triangulation Meeting. Item to be incorporated into County Economic Strategy report to 23 March 2022 Committee meeting requested at 3 February 2022 Triangulation meeting. | |
| | Digital Infrastructure Update Plan Cabinet Member: Simon Tagg Lead Officer: Darryl Eyers/Anthony Baines | Requested at 29 November 2021 Triangulation Meeting. | |
| | Highways Infrastructure Transformation Cabinet Member: David Williams Lead Officers: Darryl Eyers/James Bailey | Requested at 12 November 2021 pre-Agenda Preview. Postponed until 14 April 2022 Committee meeting with the approval of the Chairman at Pre-Agenda Preview on 8 March 2022 | |

Provisional matters requiring Committee confirmation/approval shown in green.

| Additional Items for Discussion/Programme | | | |
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| To be advised | Delivering Housing in Staffordshire Cabinet Member: Mark Deaville Lead Officer: Anthony Hodge/ Mark Parkinson/Matthew Shufflebotham | Aspire Housing and Homes England. | Programmed for consideration at November 2020 Committee Meeting but Agenda full. However, nothing further to report at present. |
| To be advised | Live Labs Cabinet Member: Julia Jessel/Jonathan Price/David Williams Lead Officers: Clive Thomson/Louise Clayton/Nick Dawson | | |
| To be advised | Household Waste Recycling Centres – New Service Performance against Key Performance Indicators Cabinet Member: Simon Tagg Lead Officers: Darryl Evers/Clive Thomson | Requested at Committee meeting on 16 September 2021. | |
| To be advised | Safer Roads Partnership Cabinet Member: David Williams Lead Officers: Darryl Evers/James Bailey | Requested at Committee meeting on 16 September 2021. | |
| | Home to School Transport Vacant Seats Pre-decision Scrutiny (prior to Cabinet decision on 15 December 2021) Cabinet Member: David Williams Lead Officers: Darryl Evers/Clive Thomson | Considered for inclusion at Pre-Agenda Preview on 12 November 2021. | No further action required owing to other Work Programme priorities with potentially greater financial impact. |
| To be confirmed | Bus Transport for Young People Cabinet Member: David Williams Lead Officers: Darryl Evers/Clive Thomson | Requested at 29 November 2021 Triangulation Meeting. | |
| May 2022 (provisional) | Flood Risk Management Strategy 2021/27 Outcome Measures – Progress Cabinet Member: Simon Tagg Lead Officers: Darryl Evers/Jamie Cooper | Requested at Committee meeting on 29 November 2021. | |
| July 2022 (provisional) | Highways Transformation Programme – Three Strands Progress Cabinet Member: David Williams Lead Officers: Darryl Evers/James Bailey | Requested at Committee meeting on 13 January 2022. | |

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| September 2022 (provisional) | North Staffordshire Local Air Quality Plan Cabinet Member: David Williams Lead Officers: Darryl Eyers/Clive Thomson | Requested by email 4 February 2022 (Joanne Keay on behalf of Cabinet Member). | |
| To be confirmed | 'Bus Back Better' – Enhanced Partnership for Staffordshire Report/Recommendations from Inquiry Day on 21 February 2022. Cabinet Member: David Williams Lead Officers: Darryl Eyers/Clive Thomson | Requested by email 5 January 2022 (Louise Clayton on behalf of Cabinet Member). Postponed until March meeting following delay in announcing Bus Service Improvement Plan (BSIP) settlement by Central Government. Further delay in announcing Settlement received (email from Louise Clayton 8 March 2022). Postponed until further notice. | |
| July 2022 (provisional) | Town Centre Regeneration Programmes - Update Cabinet Member: Phillip White Lead Officers: Darryl Eyers/Anthony Hodge | Requested at 29 November 2021 Triangulation Meeting. Postponed until late summer at the request of Cabinet Member (via email from Anthony Hodge 1 February 2022). | |
| | Countryside Review – Update Cabinet Member: Victoria Wilson Lead Officers: Helen Riley/Sarah Bentley | Requested at Committee Meeting on 24 February 2022. | |
| July 2022 (provisional) | HS2 Connectivity with existing 'classic' Network Cabinet Member: David Williams Lead Officers: Darryl Eyers/Clive Thompson | Raised at Committee meeting on 13 January 2022; offer of engagement with Avanti West Coast received 28 February 2022 (email from Jason Pacey, HS2); provisionally accepted by Chairman 4 March 2022. | |
| November 2022 (provisional) | Household Waste Recycling Centres New Service Mobilisation - Update Cabinet Member: Simon Tagg Lead Officers: Clive Thomson/Carole Smith | Requested at Committee meeting on 16 September 2021. Postponed until reconfigured service operational requested by email 8 March 2022 (Clive | |

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| | | Thomson on behalf of Cabinet Member) | |
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Provisional matters requiring Committee confirmation/approval shown in green.

| Standing Items (see above for programmed dates) | | | |
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| Standing Item | HS2 quarterly six-Monthly Update - Impact on Staffordshire Cabinet Member: Philip White Lead Officer: Sarah Mallen | Requested at 26 February 2021 Committee meeting (amended at 23 July 2021 meeting). | |
| Standing Item | Economic Recovery, Renewal and Transformation quarterly six-monthly Update and APMG Report - Future Economy and Enterprise – Update (combined item) Cabinet Member: Philip White Lead Officer: Anthony Hodge | Requested at 15 July 2020 Triangulation meeting (amended at 23 July 2021 and 13 January 2022 meetings). Further update incorporated into County Economic Strategy Report to 23 March 2022 meeting. Next update due at September 2022 meeting. | |

| Working Groups/Inquiry Days etc | | | |
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| Date of Meeting | Item | Details | Background/outcomes |
| Friday 21 January 2021 at 10.00 am Monday 21 February 2022 | Community Transport and the Supported Bus Network Inquiry Day Cabinet Member: David Williams Lead Officer: Clive Thomson | Requested at 2 July 2021 Pre-Agenda preview. Postponed following delay in announcing settlement by Central Government. | <i>“The Committee agreed to monitor the impact of the removal of bus subsidies going forward. The Leader of the Opposition also requested that a report come back to the Committee on benchmarking with other local authorities. To include issues in respect of public transport and changes to the Your Staffordshire Card Scheme.”</i> Work Programme April 2021. |
| To be confirmed | Sexual Harassment in Staffordshire Schools | Participation requested by Safeguarding Overview and Scrutiny Committee. Michael Metcalf (Prosperous Overview and Scrutiny Committee representative). | |

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| Wednesday 24 November 2021 at 11.00 am on site | Site Visit to HS2 Apprentice Hub, Dunston Island, Curdworth, Warwickshire | Requested at Committee meeting on 23 July 2021. | Site visit undertaken. Discussion held into what the Committee can do to assist Balfour Beatty Flanary in bridging the skills/labour gap. Signposted contractor to JCB Academy, undertook photo opportunity for wider dissemination. |
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Provisional matters requiring Committee confirmation/approval shown in green

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| <p>Membership</p> <p>Tina Clements (Chairman) Ross Ward (Vice-Chairman – Scrutiny) Keith Flunder (Vice-Chairman – Overview) Philippa Hadden Philip Hudson Syed Hussain Graham Hutton Ian Lawson David Smith Bernard Williams Mike Deakin (Co-optee) Rev. Preb. Michael Metcalf (Co-optee) Jessica Shulman (Co-optee)</p> | <p>Calendar of Committee Meetings – Venues to be notified.</p> <p>Thursday 11 June 2021 am; Friday 23 July 2021 am; Thursday 16 September 2021 am; Thursday 11-29 November 2021 am; Friday 14 Thursday 13 January 2022 am-pm; Friday 21 January-February 2022 am (Inquiry Day) (Postponed) Friday 25 Monday 28 February 2022 am-pm Friday 18 March Wednesday 23 March 2022 pm (additional meeting); Thursday 14 April 2022 am</p> |
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