

Prosperous Overview and Scrutiny Committee

Thursday 10 November 2022

10:00

Oak Room, County Buildings, Stafford

The meeting will be webcast live and can be viewed here at any time during the next twelve months:

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

John Tradewell
Director of Corporate Services
2 November 2022

A G E N D A

1. **Apologies**
2. **Declarations of Interest**
3. **Minutes of meeting held on 19 October 2022** (Pages 1 - 10)
4. **Staffordshire Local Area SEND Re-Visit Inspection & SEND Accelerated Progress Plan Six Month Review** (Pages 11 - 40)
Report of Cabinet Member for Education (and SEND)
5. **Household Waste Recycling Centres (HWRCs) - Forward Investment, Policy Review and Re-use** (Pages 41 - 64)
Report of Cabinet Member for Environment, Infrastructure and Climate Change
6. **Digital Infrastructure in Staffordshire Update** (Pages 65 - 76)
Report of Cabinet Member for Environment, Infrastructure and Climate Change
7. **Work Programme** (Pages 77 - 96)
8. **Date of Next Meeting - Friday 16 December 2022 at 10.30 am**
9. **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 (Chair)	Peter Kruskonjic (Vice-Chair (Overview))
Mike Deakin	Rev. Preb. M. Metcalf
Philippa Haden	Jessica Shulman
Philip Hudson	David Smith
Syed Hussain	Ross Ward (Vice-Chair (Scrutiny))
Graham Hutton	Bernard Williams

Notes for Members of the Press and Public

Filming of Meetings

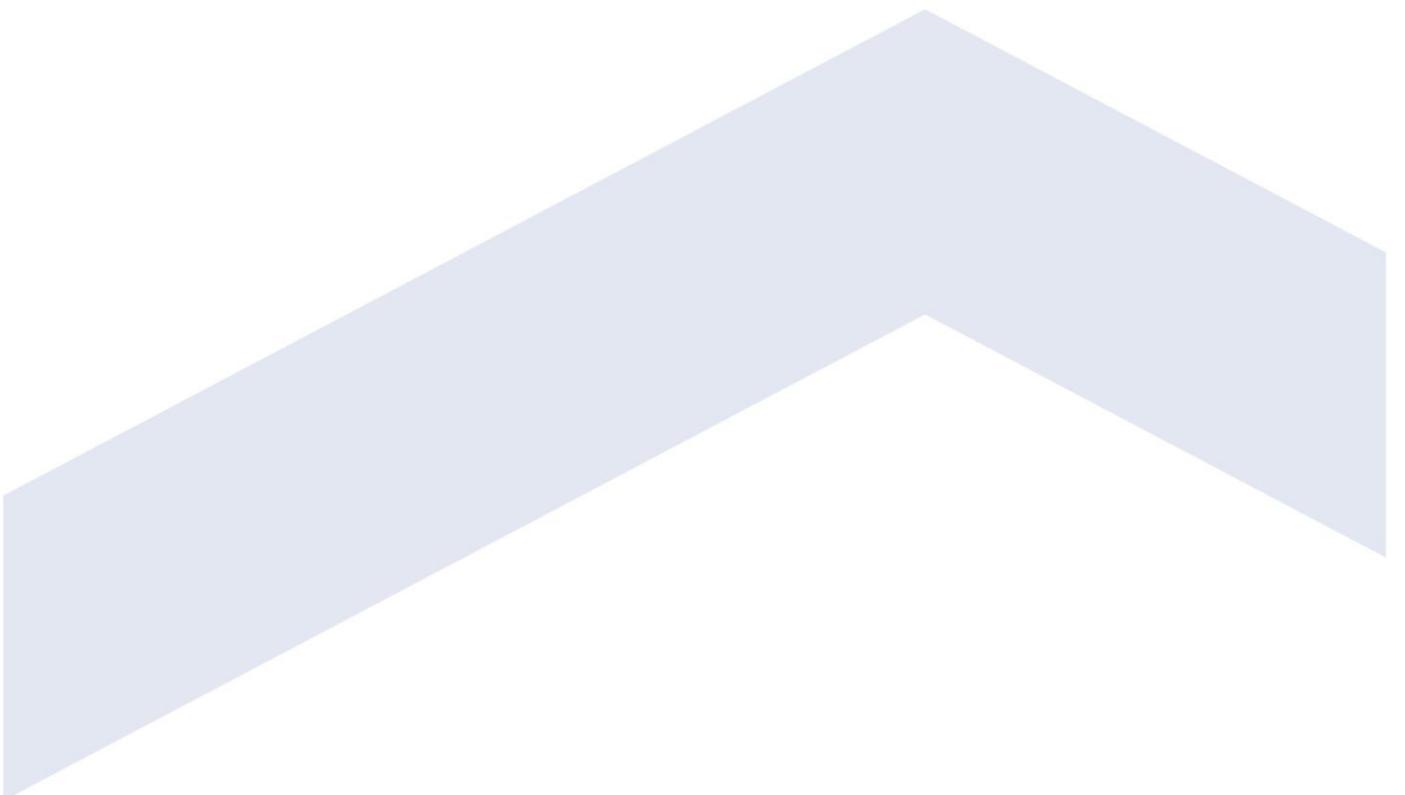
Staffordshire County Council is defined as a Data Controller under the Data Protection Act 2018. The County Council has agreed that Public meetings should be the subject of live web transmission 'webcasting'. Fixed cameras are located within meeting room for this purpose.

The webcast will be live on the County Council's website and recorded for subsequent play-back for 12 months. The recording will also be uploaded to YouTube. By entering the meeting room and using the seats around the meeting tables you are deemed to be consenting to being filmed and to the possible use of those images and sound recordings for the purpose of webcasting.

If you have privacy concerns about the webcast or do not wish to have your image captured then please contact the Member and Democratic Services officer named at the top right of the agenda.

Recording by Press and Public

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



**Minutes of the Prosperous Overview and Scrutiny Committee
Meeting held on 19 October 2022**

Present: Tina Clements (Chair)

Attendance

Graham Hutton
Rev. Preb. M. Metcalf

David Smith

Apologies: Philippa Haden, Syed Hussain, Peter Kruskonjic and Bernard Williams

PART ONE

26. Declarations of Interest

There were no Declarations of Interest made.

27. Minutes of meeting held on 29 September 2022

RESOLVED – That the minutes of the meeting held on 29 September 2022 be confirmed and signed by the Chairman.

28. Economic Strategy Delivery update

The Committee considered a report of the Deputy Leader and Cabinet Member for Economy and Skills updating them on progress made in the delivery of Staffordshire's Economic Strategy 2022-2030 (schedule 1 to the signed minutes).

Members heard that the Primary focuses of the Strategy were:- (i) Town centres; (ii) Higher skilled and higher paid workforce; (iii) 'Start-up' and 'step-up' businesses; (iv) The development of investment ready projects and; (v) Strategic corridors. In addition, various other priorities and themes were identified as being important in supporting the future growth of the economy. These included:- (i) Innovation; (ii) Supporting businesses on their journey to net zero and; (iii) Maximising the use of investment to unlock external funding.

Following Cabinet's approval and scrutiny by the Committee in March 2022, a four-week public consultation exercise had been held in May 2022 in order to give residents, businesses and wider stakeholders the opportunity to comment and shape the strategy prior to it being finalised.

Feedback from the consultation was overall supportive with ambitions for the regeneration of Town Centres being cited as the most important.

The Cabinet Member updated them on the potential impact of recent national and global economic headlines on the County and the Authority's ability to deliver the various priorities set out in the Strategy. However, he updated them on the activity undertaken to date towards achieving the Authority's various ambitions, as follows:-

Priority (i): Town Centre/High Street Regeneration

Ambition: "By 2030, we will tackle the challenges faced by many of our town centres and strive to create places that we can be proud of".

(i) Delivery of Central Government's Future High Streets Fund, Town Deals and Levelling-Up Fund in the eight Staffordshire District/Boroughs by assisting with the development of business cases; (ii) Work related to the appointment of a Development Partner for the Stafford Eastgate Regeneration Programme.

Priority (ii): Higher Skilled, Higher Paid Workforce

Ambition: "By 2030, we will address the low levels of skills across some parts of the County and support more of our residents to gain the high-level skills needed to take advantage of many better paid job opportunities".

(i) Launch of the Staffordshire Jobs and Careers Brokerage Service to support local residents and employers by providing free recruitment and support services including an on-line digital platform; (ii) Continued delivery of Staffordshire's Apprenticeship 500 programme which had so far resulted in 205 local businesses take on 400 Apprentices; (iii) Continuation of Staffordshire's Ignite initiative, designed to encourage a greater understanding of entrepreneurialism and enterprise amongst young people in their final year of college, which had so far trained over 12,000 students; (iv) Assistance given to skills providers in the County to further develop their facilities; (v) Continued delivery of Multiply, a £4.2m programme to develop numeracy skills regardless of age or profession together with various other adult learning initiatives.

Priority (iii): Supporting Start-Up and Step-Up Businesses

Ambition: "By 2030, we will create the conditions to allow more people to start and grow their business within Staffordshire, thereby addressing our relatively low levels of business start-ups across large parts of the County".

(i) Commissioning of independent research to identify how 'start-up' and 'step-up' businesses might best be supported; (ii) Continued delivery of Staffordshire's Get Started and Start-Up Loan schemes which had a target of supporting 120 businesses by March 2023; (iii) Significant investments made by the Authority to increase provision of high-quality business premises in the County including Shire Hall, Stafford and extension to Knutton Enterprise Centre, Newcastle-under-Lyme.

Priority (iv): Developing Investment Ready Projects

Ambition: "By 2030, we will play our part in supporting the substantial planned growth within the County through the development of investment ready projects and securing funding for our infrastructure and services".

(i) Continued partnership working with District/Borough Councils and other stakeholders to support the planned growth of the County through eg the preparation of refreshed Local Plans; (ii) Stimulation of the necessary conditions for growth through the Authority's Economic Growth Programme (which had already enabled an additional 11,000 jobs and 4,500 homes to be created since 2014) by eg the promotion of the Chatterley Valley West Development; (iii) Launch of new initiatives to support better digital connectivity across the County, funded through gainshare expected from the successful delivery of Superfast Staffordshire.

Priority (v): Strategic Corridors

Ambition: "By 2030, we will ensure we do not miss substantial opportunities afforded by our location in the centre of the Country by developing our key strategic A50/A500 and A38 corridors, including securing increased investment in innovation activities".

(i) The appointment of consultants (Deloitte) to liaise with primary manufacturers along the route in order to develop an investable, private led proposition for consideration at regional and national level.

Priority (vi): Supporting the Economy to Become Net Zero

Ambition: "By 2030, we will put climate change at the heart of all that we do, including supporting businesses on their journey to Net Zero".

(i) Formation of the Staffordshire Sustainability Board to facilitate collaborative working across the County towards Net Zero as defined by the Authority's climate change emergency declaration; (ii) the

identification of Green Growth (with a special focus on green skills) as a priority by Staffordshire Leaders' Board; (iii) Continued delivery of the Low Carbon Business Evolution Programme in providing grants to businesses for the implementation of energy efficient measures.

During the full and wide-ranging discussion which ensued, Members gave detailed scrutiny to the update, asking questions, seeking clarification and raising issues of concern as necessary, including:- (i) the scope of Priority (v): Strategic Corridors above to also include the A500/A34 corridor between Junctions 14 and 16 of the M6 owing to its importance for local businesses; (ii) the need to focus on improving literacy as well as numeracy in Priority (ii): Higher Skilled, Higher Paid Workforce; (iii) the specifics of Priority (iv): Supporting the Economy to Become Net Zero above in the advice provided by the County Council to high energy business users for reduction of their carbon footprint by adopting sources of green energy; (v) further measures to improve engagement with wider stakeholders in order to secure Priority (i): Town Centre/High Street Regeneration and; (vi) improving digital connectivity in rural areas.

In conclusion, the Committee welcomed the significant progress which had been made in the delivery of the County Council's Economic Strategy and confirmed their agreement to the various Priorities contained therein. However, they were mindful of the considerable challenges ahead arising from adverse national and international circumstances beyond the control of the Authority. In addition, they emphasised the importance of mitigating climate change and the achievement of Net Zero by 2030.

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

(b) That the good progress made towards delivery of the County Council's Economic Strategy 2022-2030, be welcomed.

(c) That further updates on the various ambitions set out in the Strategy and targets in the accompanying Delivery Plan be brought to the Committee at six-monthly intervals.

29. Delivering a Future Vision for the Countryside Estate

The Committee considered a report of the Cabinet Member for Communities and Culture giving further details of the proposed new Vision and Delivery Plan for the County Council's Countryside Estate (schedule 2 to the signed minutes).

At their meeting in February 2022, Members considered revised proposals for the management of the estate following the significantly changed context brought about by the Covid-19 pandemic, which entailed its retention in-house. The new Vision was for the Estate to support the

wider Vision set out in the County Council's Strategic Plan 2022-2026 for, "an innovative, ambitious and sustainable County where everyone has the opportunity to prosper, be healthy and happy". At that time, they requested further details of the Authority's investment proposals/Delivery Plan so they could give pre-decision scrutiny prior to their consideration by Cabinet.

During her presentation of the report, the Cabinet Member highlighted the key actions contained in the Delivery Plan for supporting each of the Priorities included in the Strategic Plan, as follows:-

Priority 1: Support Staffordshire's economy to grow, generating more and better paid jobs.

(i) Enhance catering offers at Country Parks; (ii) Explore increased provision of business units and business opportunities that linked to the Parks' offer; (iii) Parks Promotion Plan – improved website, social media and promotion of the Parks' offer, including linking with local businesses and cultural industries that complement the offer, leaflets and signage; (iv) Placements and traineeships to support growth of the green sector and address skills shortage; (v) Major redevelopment of café and visitor centre facilities at Marquis Drive and; (vi) Expansion of facilities at Chasewater.

Priority 2: Tackle climate change, enhance our environment and make Staffordshire more sustainable.

(i) Increase carbon sequestration to help meet net zero through tree planting and habitat enhancement; (ii) Support nature recovery through habitat enhancement linked to the Local Nature Recovery Strategy (LNRS); (iii) targeted species recovery work linked to LNRS; (iv) Promotion, education and behaviour change – events and activities to raise awareness of climate change and nature recovery and what people can do to help and; (iv) Greening the Countryside service – electric/Hydro-treated Vegetable Oil (HVO) vehicles and equipment, renewable building technologies installed and adaption measures developed.

Priority 3: Encourage good health and wellbeing, resilience and independence.

(i) Develop a Healthy Parks Programme to include health walks, mindfulness walks, activity promotion, outdoor gyms, etc. and explore social prescribing models. Link to Better Health Staffordshire plus groups already linked to sites for addiction recovery, mental health support etc. to expand offer; (ii) Undertake a programme of site improvement to improve accessibility and reduce barriers to use, including access for all

facilities, dementia-friendly status etc. Ensure improved promotion of information about site accessibility and the site offer was available to target audiences; (iii) Provide an enhanced community/cultural/ arts offer including through volunteers and through externally funded programmes; (iv) Develop Volunteer Strategy and expand the volunteer programme to include volunteer wardens for key sites and broader volunteering to include conservation work, litter patrols, visitor welcome, fire watch, health walk leaders, guided walk leaders; (v) Support Friends Groups and develop a Parks Supporter Scheme.

Priority 4: Fix more roads, and improve transport and digital connections.

(i) Continue to support Highways with deer/vehicle collision reduction and management – deer safety project and emergency response work; (ii) Support sustainability through provision of EV charging at key park locations; (iii) Manage greenways and rights of way across parks to provide leisure and utility routes; (iv) Enhance digital connectivity at Cannock Chase County Park and potentially other main parks to enhance both staff operational efficiency and support improved visitor facilities and connectivity.

Priority 5: Offer every Staffordshire child and young person the best start in life, and the chance to achieve their potential.

(i) Develop a programme with family support teams, including walks, events and activities. Link to Holiday Activities and Food programme providers; (ii) Support and expand outdoor learning, forest schools etc. and; (iii) Work with providers to develop activities for children and young people – junior ranger sessions, orienteering etc.

In addition, she highlighted the key priorities from those listed above which were intended for implementation over the proceeding six to twelve months as follows: - (i) enhanced catering offers at main country parks; (ii) complete feasibility study for Chasewater Country Park; (iii) extension of pay and display to the north of the county; (iv) Parks Promotion Plan – online presence and welcome signs/orientation; (v) nature recovery work for designated sites and target species and planning work for woodland creation for net zero; (vi) greening the service – electric/HVO vehicles, charging points etc. (vii) sustainability promotion and behaviour change; (viii) commence development of Healthy Parks Programme and deliver Wayfinding Project at Cannock Chase (partnership scheme funded by Sport England); (ix) access audits and work to enhance access where funds currently available – bid for further funding; (x) develop volunteer strategy and recruit additional volunteers; (xi) deliver fibre broadband to Cannock Chase County Park and; (xii) Deer safety project and callout.

In the full and wide-ranging discussion which ensued Members gave further detailed scrutiny to the proposed future Vision for the Countryside Estate together with the various key actions in support of the County Council's Strategic Plan 2022-2026 asking questions, seeking clarification and raising areas of concern, as necessary, including: - (i) the implications (if any) of the proposals on Staffordshire County Farms; (ii) opportunities which existed from the development of windfarms within the Countryside Estate; (iii) anticipated yields from the expansion of parking charges at County Parks and potential effect on usage; (iv) opportunities for re-wilding within the Countryside Estate; (v) the valuable contribution made to date by volunteers towards the management of the Countryside Estate and how this was to be recognised and further developed in the future.

In conclusion, the Committee welcomed the proposals and looked forward to their successful implementation. In addition they urged the Cabinet Member to have regard to their comments particularly in respect of opportunities for re-wilding and green energy generation.

Note by Clerk: The meeting became inquorate during consideration of this Agenda item following departure of a Member from the meeting room. However, a quorum was restored once the Member had returned and before the following decisions were made.

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

(b) That the key actions identified in the Future Vision for the Countryside Estate's Delivery Plan be supported.

(c) That progress against the various key actions and on-going performance of the service be monitored closely and further scrutiny be undertaken at the appropriate time, as necessary.

30. Staffordshire Libraries and Arts Service 2022-25

The Committee considered a report of the Cabinet Member for Communities and Culture regarding Staffordshire Libraries and Arts Service's offer in support of the priorities contained in the County Council Strategic Plan 2022-2026 (schedule 3 to the signed minutes).

Members heard that the Library Service helped to connect communities, improve health and wellbeing, digital inclusion and promoted equality through learning, literacy and cultural activity, through the delivery of four national Universal Library Offers (ie:- (i) Health and Wellbeing; (ii) Reading; (iii) Culture and Creativity and; (iv) Information and Digital). In turn, these Offers were underpinned by two national Library Promises (ie the Children's Promise and the Print and Impaired People's Promise).

The Library Service had fully recovered their offer following the Covid-19 pandemic and was delivering a varied programme of physical and virtual activity to support County Council's strategic priorities including:- (i) the establishment and further development of Start-up Information Hubs with grant-aid from Arts Council England; (ii) delivery of various initiatives to improve adult literacy with funding from Central Government; (iii) delivery of the Be Your Health Programme with grant-aid from Health Education England; (iv) partnership working with NHS Knowledge and Library Service, University Hospitals of Derby and Burton NHS Foundation Trust and Midlands Partnership NHS Foundation Trust to design an initiative aimed at improving access to health and digital literacy information for young people in the Newcastle-under-Lyme and Burton-on-Trent areas; (v) participation the Moonbeams Early Years Action Research Programme investigating the development of language and communication through arts and creativity and; (vi) delivery of the national Green Libraries and Changing Climates, Changing Lifestyles initiatives.

In addition, members were updated on proposals for the development of library buildings in Burton-on-Trent, Tamworth, Cannock, Leek and Kidsgrove together with efforts by the Service to support residents through a period of dramatic rises in the cost of living.

During the full and wide-ranging discussion which ensued, Members gave detailed scrutiny to the efforts being made by the Libraries and Arts Services to support the priorities contained in the Strategic Plan, asking questions, seeking clarification and raising areas of concern as necessary, including:- (i) how the Community Libraries offer could be further improved by harmonising services with those provided by Local Authority run libraries; (ii) the need to improve communication with 'Local' Members regarding library services within their Divisions (including Wilnecote and Shenstone Libraries) particularly in respect of visits by Central Government and other national bodies; (iii) promotion of Library buildings as warm spaces during winter 2022/23 having regard to the cost of living crises and; (iv) opportunities for promotion of healthy lifestyles in libraries.

In conclusion Members welcomed news regarding the Libraries and Arts offer and expressed their support for the overall direction of travel for the Service during the period covered by the Strategic Plan. However, they undertook to keep the service under close review and give further scrutiny in the future, as necessary.

Note by Clerk: The meeting became inquorate during consideration of this Agenda item following departure of a Member from the meeting room. However, a quorum was restored once the Member had returned and before the following decisions were made.

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

(b) That the future direction of travel for the Libraries and Art Service during the period of the Strategic Plan 2022-2026, be supported.

(c) That the Cabinet Member be urged to have regard to their comments in seeking to improve the operational performance of the Service, particularly in respect of communication with 'Local' Members.

31. Work Programme

RESOLVED – That, subject to the addition of the following items/meetings, the updated Work Programme (schedule 4 to the signed minutes) be approved:-

Item	Date of Meeting
Site visits to Household Waste Recycling Centres	Monday 7 November 2022 pm (additional meeting)
Electric Vehicle Infrastructure Strategy	Friday 16 December 2022
HS2 - Sixth Monthly Update	Friday 3 February 2023
Civil Parking Enforcement – Briefing Note	Friday 3 February 2023
Tree Planning Net Zero by Nature	Thursday 27 April 2023

32. Date of next meeting - Thursday 10 November 2022 at 10.00 am, County Buildings, Stafford

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

Chairman

Local Members Interest
N/A

Prosperous Overview and Scrutiny Committee - Thursday 10 November 2022

Staffordshire Local Area SEND Re-Visit Inspection & SEND Accelerated Progress Plan Six Month Review Recommendation(s)

I recommend that the Committee:

- a. Considers the contents of the local area SEND re-visit inspection report published in March 2022
- b. Considers the contents of the Department for Education and NHS England 6-month review of Staffordshire's SEND Accelerated Progress Plan (dated: 10th October 2022)
- c. Continues to endorse the actions set out in the Accelerated Progress Plan.

Report of Cabinet Member for Education (and SEND)

Summary

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

- a. Provide the Overview and Select Committee with an opportunity to consider and comment upon the contents of the local area SEND re-visit inspection report and the subsequent Department for Education (DfE) and NHS England 6-month review of Staffordshire's SEND Accelerated Progress Plan.
- b. Provide an opportunity for the Committee to endorse the actions set out in the Accelerated Progress Plan.

Report

Background

1. The Staffordshire local area SEND revisit inspection took place between 18 and 20 January 2022.

2. The purpose of a re-visit inspection is to determine whether the local area has made sufficient progress in addressing the areas of significant weakness detailed in the Written Statement of Action (WSOA).
3. Ofsted and the Care Quality Commission published the re-visit inspection report in March 2022 which detailed that sufficient progress had been made in 6 of the 8 areas of significant weakness.
4. Following the publication of the inspection report, the Department for Education confirmed that an Accelerated Progress Plan (APP) was required to demonstrate the capacity and capability to deliver the required improvements in those areas where sufficient progress had not been made.
5. The local area drafted the Accelerated Progress Plan (APP) to:
 - Improve co-production, particularly with parents;
 - Improve the quality of EHC plans.

Overview of the Re-Visit Inspection

6. The purpose of a re-visit inspection is to determine whether the local area has made sufficient progress in addressing the areas of significant weakness detailed in the WSOA.
7. Staffordshire had eight areas of significant weakness:
 - Leaders in education, health and care have not worked together to organise roles and responsibilities, establish a united vision and strategic plan, communicate effectively, drive improvement or share what works.
 - Aspirations and expectations for Children and Young People are not routinely high enough.
 - Co-production is weak. Parents feel that the local area does not listen to them or their child. The 'tell it once' approach is not embedded. The local area's relationships with schools and families are fragile.
 - The Quality of EHC plans is poor. The targets and outcomes in plans are not aspirational enough. Annual reviews of EHC plans are often not completed on time or do not contribute effectively to the review of the Children and Young People's needs.
 - The review of Children and Young People's needs at transition points in education is weak.
 - To improve the quality of the graduated response and spirit of Inclusion.
 - The oversight of improvement work in schools, alternative provision and the Independent sector is weak.

- Children and Young People do not always have access to the right support.
8. The inspection findings were that sufficient progress had been made in improving six of the eight areas of significant weakness that were identified in the initial inspection.
 9. The inspection report identified that the local area has established stronger working relationships across the education, health, and care sectors; made the shift towards more integrated working across services and worked with stakeholders to ensure everyone has the highest expectations and ambitions for children and young people with SEND. The report recognised that the local area has developed pathways for children and young people at key stages in their education and have developed a Graduated Response Tool Kit (GRTK) to address concerns raised in the initial inspection report. The report also recognised the work to improve the monitoring, evaluation, and oversight of alternative provision, PRUs and independent settings.
 10. The local area recognises that whilst progress has been made in six areas there is still work to be undertaken to embed the developments to date.
 11. As sufficient progress had not been made in addressing all of the areas of significant weakness, the DfE and NHS England requested leaders across health, education and social care to work collectively at pace and with determination to secure immediate and sustainable improvements to:
 - Improve co-production, particularly with parents;
 - Improve the quality of EHC plans.

Overview of the Accelerated Progress Plan

12. The local area formulated an Accelerated Progress Plan (APP) using a 'Task and Finish Group' approach. The group included representatives from the Parent and Carer Forum (PCF), SENDIASS, schools, CCG, Social Care and education officers. This group worked together to develop the actions that form the basis of our APP.
13. The APP sets out:
 - The governance and accountability structures and processes that will support the next phase of improvement.
 - The actions the local area is now taking (and have taken since the inspectors' revisit) to respond to their outstanding concerns.

- The impact measures and milestones to which the local area is working, being clear on the improvements expected to be delivered in the next 3, 6 and 12 months.
14. DfE SEND and NHS England Advisers were consulted through the drafting of the plan.
 15. The APP was submitted to the DfE on 1 April 2022. This was followed a review meeting between the DfE and local area leaders where the APP and analysis was discussed, and next steps agreed. Initial feedback included a recognition of the progress Staffordshire had made in building a strong strategic partnership, developing the parent carer forum and the good work undertaken on the locality hubs but acknowledged that, in SEND, there is always more to do. During the meeting it was confirmed that the plan had been deemed fit for purpose.
 16. Subsequently, the DfE SEND, and NHS England Advisers have requested permission to share our APP with colleagues across the region, stating that:

It's such a great example, the format style and the way you have captured and articulated so clearly time scales, actions, impact measures etc. It's been one of the finest examples we have seen in the midlands.
 17. To monitor the implementation and impact of the APP, there will be formal monitoring progress review meetings at around six-monthly intervals, as well as ongoing challenge and support from the DfE SEND and NHS England Advisers.

Accelerated Progress Plan Six Month Review

18. DfE and NHS England Advisers conducted the first six-month review on 29 September 2022.
19. The resultant report concluded the following:
 - The inspectors were particularly grateful for the contributions from parent carer forum (PCF) and school representative.
 - It was clear that the local area is beginning to make sustainable improvements to SEND services and to the lives of children and young people.
 - The evidence provided alongside the feedback from partners demonstrated the range of actions in place to accelerate improvement.

- Parent representatives confirmed that they are building good foundations within the SEND Strategic Partnership. It was noted that the PCF is embedded in the work being undertaken in the APP along with other SEND developments including, contributing to the SEND newsletter.

20. Inspectors were encouraged that:

- The Strategic Partnership continues to show commitment and engagement in the SEND improvement programme.
- SCC have good systems in place to oversee the improvement programme.
- The programme management is focused on the need to capture evidence of impact, in addition, to completion of actions.
- The eight district hubs have provided an opportunity to strengthen the strategic partnership between the LA, health and schools.
- Work on the Voice Project included the Voluntary Youth Service (VYS), the PCF and SENDIASS.
- SCC undertake quarterly surveys to inform panel practice and use the analysis of that along with analysis of complaints and tribunals to inform improvements.
- SCC have introduced tight monitoring of annual review amendments and made changes to the district model to improve SEND key worker capacity.

21. The DfE and NHS England will continue to monitor the APP and review our progress at the 12-month review on 20 April 2023.

22. The key focus of the 12-month review will be:

- Embedding of the “tell it once” approach.
- A review of the impact of work being undertaken to focus on the voice of children and young person.
- The embedding of Children Social Care (CSC) training and engagement, and evidence that CSC are engaged in providing compliant, timely and quality advice to the EHC process.
- The progress being made in relation to the aspiration to have termly contact with Lead Family Practitioners within schools.
- Work being undertaken to accelerate the implementation of digital solutions between Capita and Hub.
- Progress and timescales within the risk assessment with a request to include RAG ratings.
- Workforce capacity, including Social Workers, Therapists, Educational Psychologists and SEND Case Workers.

23. The SEND & Inclusion Partnership Group continue to oversee the implementation of the APP and will provide regular updates to ensure

that partners are kept fully aware and informed of actions and progress.

List of Background Documents/Appendices:

- Appendix 1: Staffordshire joint area SEND revisit inspection report
- Appendix 2: DfE Letter Outcome of Local Area SEND Revisit report: Next Steps
- Appendix 3: Staffordshire Accelerated Progress Plan 1 April 2022
- Appendix 4: Staffordshire APP fit for purpose letter – approved
- Appendix 5: DfE Six Month Progress Review Against the Accelerated Progress Plan (APP)

Contact Details

Assistant Director: Tim Moss, Assistant Director for Education Strategy and Improvement

Report Author: Dr Halit Hulusi
Job Title: Head of SEND
Telephone No.: 07929 074066
E-Mail Address: halit.hulusi@staffordshire.gov.uk

Ofsted
Agora
6 Cumberland Place
Nottingham
NG1 6HJ

T 0300 123 1231
Textphone 0161 618 8524
enquiries@ofsted.gov.uk
www.gov.uk/ofsted
lasend.support@ofsted.gov.uk



23 February 2022

Helen Riley
Deputy Chief Executive and Director for Families and Communities
Staffordshire County Council
Tipping Street
Stafford
ST16 2DH

Marcus Warnes, Clinical Commissioning Group Chief Officer
Tim Moss, Local Area Nominated Officer

Dear Mrs Riley and Mr Warnes

Joint area SEND revisit in Staffordshire

Between 18 and 20 January 2022, Ofsted and the Care Quality Commission (CQC) revisited the area of Staffordshire to decide whether sufficient progress has been made in addressing each of the areas of significant weakness detailed in the inspection report letter published on 8 January 2019.

As a result of the findings of the initial inspection and in accordance with the Children Act 2004 (Joint Area Reviews) Regulations 2015, Her Majesty's Chief Inspector (HMCI) determined that a written statement of action was required because of significant areas of weakness in the area's practice. HMCI determined that the local authority and the area's clinical commissioning group(s) were jointly responsible for submitting the written statement to Ofsted. This was declared fit for purpose on 1 May 2019.

The area has made sufficient progress in addressing six of the significant weaknesses identified at the initial inspection. The area has not made sufficient progress in addressing two of the significant weaknesses. This letter outlines our findings from the revisit.

The inspection was led by one of Her Majesty's Inspectors from Ofsted and a Children's Services Inspector from CQC.

Inspectors spoke with children and young people with special educational needs and/or disabilities (SEND), parents and carers, and local authority and National

Health Service (NHS) officers. Inspectors also spoke to school leaders, the parent carer forum (PCF), Staffordshire's Special Educational Needs and Disabilities Information Advice and Support Services (SENDIASS) and representatives of Voice for Change. Inspectors looked at a range of information about the performance of the area in addressing the eight significant weaknesses identified at the initial inspection, including the area's improvement plans and self-evaluation. Inspectors also looked at a sample of education, health and care (EHC) plans and the EHC hub. Inspectors considered the responses to the parents' and leaders' surveys, the emails received from parents and documentation sent to Ofsted.

In reaching their judgements, inspectors took account of the impact of the COVID-19 pandemic on SEND arrangements in the area. Inspectors considered a range of information about the impact of the pandemic and explored how the area's plans and actions had been adapted as a result.

Main findings

At the initial inspection, inspectors found the following:

- **Leaders in education, health and care had not worked together to organise roles and responsibilities, establish a united vision and strategic plan, communicate effectively, drive improvement or share what works well.**
- Leaders acknowledged the findings from the last SEND inspection and identified that systemic and cultural change was needed to ensure long-term and sustainable improvements for children and young people with SEND in Staffordshire. Despite a strong commitment to move forward as a united area, the pace of change to achieve the outcomes in the written statement of action has been slower than originally planned. This is, in part, due to changes in leadership in both NHS services and the local authority. The COVID-19 pandemic has also, to some extent, hampered the pace of improvement.
- Nevertheless, since 2020/2021, momentum has gathered and there have been some improvements across the area. Stronger joint working relationships have been established across the education, health and care sectors. During the COVID-19 pandemic, area leaders improved collaborative work across services. SEND is now a priority in education, health and care services. The 2020–2025 SEND Strategy has been co-produced (a way of working where children, families and those that provide the services work together to create a decision or a service that works for them all) and sets out four key priorities and a united and agreed strategic vision.
- The SEND and Inclusion Partnership Group is now well established. It has effective governance structures and responsibilities to support the joint vision and ambition to improve outcomes for children and young people with SEND. SEND and inclusion hubs are established across the eight districts. They promote a

whole-system approach to inclusivity and decision-making to improve outcomes for children and young people with SEND.

The area has made sufficient progress to improve this area of significant weakness.

At the initial inspection, inspectors, found the following:

- **Aspirations and expectations for children and young people were not routinely high enough.**
- Leaders across education, health and care have worked with a range of stakeholders, including schools, children and young people and families, to make sure that everyone has the highest expectations and ambition for what children and young people with SEND can achieve. Developing an inclusive culture has been at the forefront of this work.
- The elective home education service has increased capacity by appointing more officers since 2018. Joint working has strengthened between parents and carers and other services to ensure children and young people with SEND can access suitable provision when being electively home educated. This is improving outcomes for these children and young people. Robust processes are in place to ensure that school attendance orders are used where home education is found to not be meeting a child or young person's needs.
- The Future Matters service works closely with the SEND and inclusion hubs. The service works with schools and professionals within the hubs to identify children and young people who may need additional support to help them to achieve their potential. This early identification of need is helping to prevent issues escalating for some children and young people.
- The youth offending service project has been very successful in supporting the reduction in exclusion rates for vulnerable children and young people. To date, the service has supported 150 children and young people and seen an 85% success rate for children and young people referred into the service. This project has strengthened communication and multi-agency working. For example, there is increased engagement and training with alternative providers and pupil referral units (PRUs).
- The area has introduced a 'relational and restorative practice' initiative. This is aimed at supporting schools to work with children and young people and their families to prevent permanent exclusions. This approach has already led to some permanent exclusions being rescinded by schools. The area leaders are continuing to roll this initiative out through the district hubs.
- The processes and quality of health assessments for children looked after have improved. There is better collaborative working between health and care services. For example, there are regular multi-disciplinary team meetings to ensure that children and young people's complex needs are met effectively. All health

assessments completed for children and young people who are placed in other local authorities are quality assured.

The area has made sufficient progress to improve this area of significant weakness.

At the initial inspection, inspectors found the following:

- **Co-production was weak. Parents felt that the local area did not listen to them or their child. The 'tell it once' approach was not embedded. The area's relationships with schools and families were fragile.**
- Co-production at a strategic level has improved. A new PCF was established in May 2021. The PCF and SENDIASS are integral parts of the written statement of action and improvements to the SEND agenda. Both have been actively involved in the co-production of the autism in school services. The PCF has had some limited input into other projects, such as the 'Voice of the Child' project. Their full integration into co-production is still developing.
- There remains a significant lack of co-production with parents more widely. For example, parents and children and young people with SEND are not fully involved in the development of EHC plans or the annual review process. Progress in this area has been too slow. Many parents and carers reported that they are very frustrated with the SEND provision across the area.
- Relationships with parents remain broken and fragile and show little sign of improvement. Too many parents and carers report that there continues to be a lack of joined-up working, that they do not feel listened to, and that they continue to have challenges in accessing provision across education, health and care such as therapy services and transport. During the inspection, several of their concerns were found to be justified.
- The area's relationship with schools and providers has improved since the last inspection. The development of the district hubs has helped to facilitate this. Across Staffordshire, schools are working more closely together. There is a better understanding of children and young people's needs and more effective information-sharing between professionals. School leaders appreciate the specialist input into meetings in the hubs. While relationships with schools have improved, school and provider leaders report that there continues to be significant issues with the EHC processes, and particularly annual reviews.

The area has not made sufficient progress to improve this area of significant weakness.

At the initial inspection, inspectors found the following:

- **The quality of EHC plans was poor. Health and care workers did not contribute to the process effectively. The targets and outcomes in plans were not aspirational enough. The annual reviews of EHC plans were**

often not completed on time or did not contribute effectively to the review of the children and young people's needs or the support and help they received.

- The area has developed an EHC hub, which is a digital portal for EHC assessments and annual reviews. The hub is accessible to multiple professionals and stores a range of evidence in the development of assessments and reviews. The area now has a central panel process for all EHC assessment decisions, which includes links with health and care partners. This process is aimed at promoting a consistent approach to referral and assessment across Staffordshire.
- However, the EHC assessment and annual review processes remain a significant concern. While initial assessments and the issuing of plans are showing signs of being more timely, the plans issued continue to be of poor quality. The drive to improve the timeliness of issuing new plans within the statutory deadline has been to the significant detriment of the annual review process and the quality of the plans issued. Over the last 12 months, only approximately 50% of annual reviews have been completed. This is unacceptable and does not ensure that the plans reflect up-to-date information about children and young people's needs. There continues to be limited input into needs assessment requests from health and, particularly, care.
- The majority of EHC plans reviewed during the inspection had missing information, including the voices of children and young people and parents. The outcomes are vague and do not clearly set out how the plan will improve outcomes for children and young people with SEND. In addition, some plans do not include outcomes for children with social care involvement. Many plans are not fit for purpose. Parents, carers and schools are frustrated and angry about the poor quality of EHC plans, the ineffective identification and assessment processes, the long waits for documents to be completed and shared, and the delays in completing annual reviews. On some occasions, parents have had to wait as long as three years for an annual review to be updated. Inspectors found that parents' and schools' concerns are justified.
- The area's quality standards for EHC plans were launched in 2021. However, they have not led to an improvement in the quality of the plans issued. The area is developing a multi-agency quality assurance process to review the plans. However, this is yet to be launched. Work to improve the quality of EHC plans is at an early stage of development and is yet to show any positive effect in improving the quality of EHC plans. Area leaders recognise that the quality of EHC plans remains inconsistent.
- It is clear that there is a significant lack of capacity within the EHC needs assessment panel. This will not enable the area to address the current backlog of EHC needs assessments and annual reviews. In addition to this, the parents' and school leaders' concerns that key workers do not attend annual reviews can also not be addressed. The area has recently recruited additional key workers, but

they are not yet in post. The lack of capacity within this team is a significant concern.

The area has not made sufficient progress to improve this area of significant weakness.

At the initial inspection, inspectors found the following:

- **The review of children and young people’s needs at transition points between key stages in education and from one phase of education to another was weak. As a result, children and young people were often not prepared for the next stage of learning, training or adulthood.**
- Community health services have developed integrated pathways across a range of children’s services to coordinate care and enhance the provision for families. A transition group has been established across children, young people and families’ health services. There is a clear ambition and a strategic commitment to improve the transition for all children and young people within community health, for example by completing a benchmarking tool of children’s health services in order to shape and influence service improvements.
- A preparation for adulthood pathway has been developed to support young people’s progression into adulthood. A guide to post-16 education and additional training for practitioners, developed in conjunction with schools, careers and care colleagues, has been recently launched and is available on the local offer.
- Some school leaders report that the district hubs have improved the transition of children and young people as they move from one school to another. Leaders share detailed information about children and young people’s SEND needs in the hub meetings and work together to ensure that there is a smooth transition between schools. However, other leaders report that information-sharing in hubs where primary and secondary schools are separate is more challenging, so transition is not as effective.
- The preparing for adulthood strategic group has clear plans to drive the programme forward and has identified key areas that need to be focused on further, for example the need to acknowledge that there may be different outcomes for young people who may require bespoke commissioning solutions for different pathways. Area leaders reported that COVID-19 has negatively impacted on some of the area’s work. For example, the preparing for adulthood and progression to post-16 education and training professionals guide is yet to be fully rolled out across the area.

The area has made sufficient progress to improve this area of significant weakness.

At the initial inspection, inspectors found the following:

- **A wide range of leaders and families raised concerns about the quality of the graduated response and the spirit of inclusion in Staffordshire.**
- The area has continued to develop the graduated response toolkit (GRTK). It consists of toolkits for early years, schools and post-16. The GRTK took longer to implement than area leaders anticipated. However, there is evidence that the GRTK is being used by a high proportion of schools across the area. In addition to this, there is evidence to show that schools are increasingly using the GRTK more effectively. For example, the number of school requests for an EHC needs assessment that are accepted is increasing. Area leaders stated that this is because of a more effective use of the GRTK and the use of the 'assess, plan, do, review' cycle.
- Leaders have a strong oversight of the number of part-time timetables that are currently being used. They review the live data that schools submit to the area's digital portal to track the use of the timetables. Leaders review this information and identify children and young people with SEND who may need additional support and intervention to help them to return to full-time education. This more detailed oversight of the use of part-time timetables means that children and young people are returning to full-time education in a timelier way.
- The district hub model has resulted in closer working relationships between schools. This enables special educational needs coordinators (SENCOs) to share best practice, advice and information. Leaders report that regular hub meetings enable schools to have detailed information about children and young people with SEND and their needs.
- Hubs have engaged with multi-agency partners such as care, early help, autism outreach and sensory impairment teams. Stronger multi-agency work is enabling schools to obtain specialist advice to support children and young people in their schools.

The area has made sufficient progress to improve this area of significant weakness.

At the initial inspection, inspectors found the following:

- **The oversight of improvement work in schools, alternative provision and the independent sector was weak.**
- Since the last inspection, the area has carried out considerable work to improve the monitoring, evaluation and oversight of alternative provision, PRUs and independent settings. The area has a better oversight of the quality of the providers now.
- The alternative provision panel is made up of representatives of a range of settings and services. The panel checks that an alternative provision placement is appropriately matched to a child or young person's needs and monitors their progress while in the provision. This oversight and close working relationship with

schools means that children and young people's needs are supported well and helps them to better engage with education.

- In response to the increasing number of exclusions in primary schools, area leaders recognised that alternative provision was needed in the primary sector to provide early intervention to prevent permanent exclusions. This has now been developed and the primary alternative provision is supporting primary pupils at risk of exclusion and/or with social, emotional and mental health difficulties effectively.
- There has been increased investment in the PRUs to improve the area's provision. This includes providing additional funding for children and young people, opening a new site and upgrading another. The PRUs work closely with schools to support excluded and vulnerable children and young people. Area leaders have developed a range of benchmarks and assessments that enable them to evaluate the effectiveness of the provision and how well it is improving outcomes for children and young people. In addition to this, annual school improvement partner visits have been funded to provide further quality assurance of the provision.
- There are detailed tracking systems in place to monitor where children and young people are placed in independent schools and how long they have been in the placement. Following a placement in an independent setting, reviews of the provision are carried out within set timeframes. The area now has detailed monitoring systems in place to check the effectiveness of the provision in independent schools. The vast majority of independent schools have signed up to this process.
- As a result of the close monitoring of alternative provision, PRU and independent settings, pupils on part-time timetables and excluded pupils now have access to better quality provision that more effectively meets their needs.
- The SEND training offer for education, health and care professionals has been expanded. It has been developed by utilising national resources and support from the council for disabled children. Whole-school SEND training has been completed with 25 schools, and a further 200 have accessed the initial training at this stage. School leaders recognise the work of area leaders to build capacity and expertise within their schools through this training programme.

The area has made sufficient progress to improve this area of significant weakness.

At the initial inspection, inspectors found the following:

- **Children, young people and their families did not yet have access to the right help and support. Arrangements for accessing some services were confusing and complicated.**
- Since the last inspection, there have been fundamental changes in area leadership, and health providers have merged. This has led to a significant shift in

more integrated working across services. This is improving pathways to help children and young people have access to the right health support. SEND champions across health services have been identified to promote and influence provision for children and young people with SEND and their families.

- The review of access pathways for child and adult mental health and autistic spectrum disorder services up to 25 years was finalised to simplify access to their services and improve provision. The autism service in South Staffordshire has been recommissioned and there is now a single provider for autism and children's mental health services with the same leadership and oversight.
- Since the last inspection, education, health and care attendance at a range of multi-agency meetings and panels has increased. This strengthens operational professional relationships to support early intervention and coordinate care for children and young people. The SEND and inclusion hubs and district model have enhanced joint working.
- The local offer has been revised. Stakeholders have been told about the changes. Information is regularly reviewed and updated to more accurately reflect the local area's SEND offer. This means that parents have better information about resources to help and support their children. The number of people accessing the local offer has more than doubled since the last inspection.
- However, some parents and carers still report challenges with accessing some education, health and care provision and services. For example, some parents have paid for private assessments to form part of their child's EHC needs assessments to ensure that their child's needs are fully reflected in the EHC needs assessment process.

The area has made sufficient progress to improve this area of significant weakness.

The area has made sufficient progress in addressing six of the eight significant weaknesses identified at the initial inspection. As not all the significant weaknesses have improved, it is for DfE and NHS England to determine the next steps. Ofsted and CQC will not carry out any further revisit unless directed to do so by the Secretary of State.

Yours sincerely

Ann Pritchard
Her Majesty's Inspector

Ofsted	Care Quality Commission
Andrew Cook Regional Director	Manir Hussain Deputy Chief Inspector, Primary Medical Services, Children Health and Justice
Ann Pritchard HMI Lead Inspector	Rebecca Hogan CQC Inspector

cc: Department for Education
Clinical commissioning group(s)
Director of Public Health for the area
Department of Health
NHS England



Department
for Education

Department for Education
Sanctuary Buildings
Great Smith Street
London
SW1P 3BT

Helen Riley, Director of Children's Services (Helen.riley@staffordshire.gov.uk)
Marcus Warnes, Accountable Officer, CCG (marcus.warnes@northstaffsccg.nhs.uk)

1 March 2022

Outcome of Local Area SEND Revisit report: Next Steps

Dear Ms Riley and Mr Warnes,

I read with interest Ofsted and CQC's revisit report to determine whether you have made sufficient progress in addressing the areas of significant weakness detailed in your Written Statement of Action (WSOA).

I was pleased to learn that you have responded positively and proactively to Ofsted's and CQC's findings and that good progress has been made in improving six of the eight areas of significant weakness that were identified in the initial inspection.

It was encouraging to read that you have established stronger working relationships across the education, health, and care sectors; made the shift towards more integrated working across services and worked with stakeholders to ensure everyone has the highest expectations and ambitions for children and young people with SEND. You have developed pathways for children and young people at key stages in their education and have developed a Graduated Response Tool Kit (GRTK) to address concerns raised in the initial Ofsted/CQC report. You have also worked to improve the monitoring, evaluation, and oversight of alternative provision, PRUs and independent settings.

I ask that you continue to work on the following areas where sufficient progress has not been made:

- Improving co-production, particularly with parents.
- Improving the quality of EHC plans.

Ministers are looking to leaders across health, education, and social care to work collectively at pace and with determination to secure immediate and sustainable improvements to SEND services and these issues must now be addressed.

To reassure us of your capacity and capability to deliver the required improvements, you are required to submit an Accelerated Action Plan (APP) to DfE and NHS England, using the template at Annex A, setting out:

- The governance and accountability structures and processes that will support your next phase of improvement.
- The actions you are now taking (and have taken since the inspectors' revisit) to respond to their outstanding concerns.

- The impact measures and milestones to which you are working, being clear on the improvements you expect to deliver in the next 3, 6 and 12 months.

Please ensure you include for each action a set of clear, quantified targets as well as impact and success measures.

To support your APP, please also set out in no more than two sides of A4, your analysis under the following headings of why the local area has been unable to make sufficient progress:

1. Any significant reasons why you feel you did not make sufficient progress and how you are addressing these, including:
 - a) Factors accounting for insufficient progress; and
 - b) How you are addressing these.
2. How you will ensure that partners, including families, are fully aware and kept informed of you actions and progress.
3. What support and challenge you feel would be most helpful over the coming months and when.

Your action plan and supporting analysis will contribute to our assessment of the most appropriate actions that will bring about the required improvement in services. I ask that you submit your APP and other papers, marked for my attention, by **1 April 2022**, to SEND.INSPECTIONS@education.gov.uk.

Deanne Michie (deanne.michie@education.gov.uk), your DfE Case Lead has arranged a meeting on 5 April 2022, when we can discuss your APP and analysis and agree the next steps that you should take. There will be progress review meetings at around six-monthly intervals, as well as ongoing challenge and support from your Case Lead Deanne, and SEND and NHS England Advisers, Pat Tate and Debbie Ward.

Finally, Annex B includes the agenda for the 60-minute meeting.

I am copying this letter to Alan White, Leader of the Council; and ask you to forward to John Henderson, the Chief Executive.

Yours sincerely,



Sharon Thornton

Regional Lead
SEND Improvement and Implementation Unit
Department for Education (DfE)

To: DCS, CCG Chief Officer

CC: DfE SEND Lead, NHSE adviser, SEND adviser, DfE Regional Lead, Leader of the Council, Chief Executive, Director of Nursing, Parent Carer Forum.



Cannock Chase Clinical Commissioning Group
East Staffordshire Clinical Commissioning Group
North Staffordshire Clinical Commissioning Group
South East Staffordshire and Seisdon Peninsula Clinical Commissioning Group
Stafford and Surrounds Clinical Commissioning Group
Stoke-on-Trent Clinical Commissioning Group

Staffordshire Local Area Special Educational Needs and Disabilities Accelerated Progress Plan

Page 29

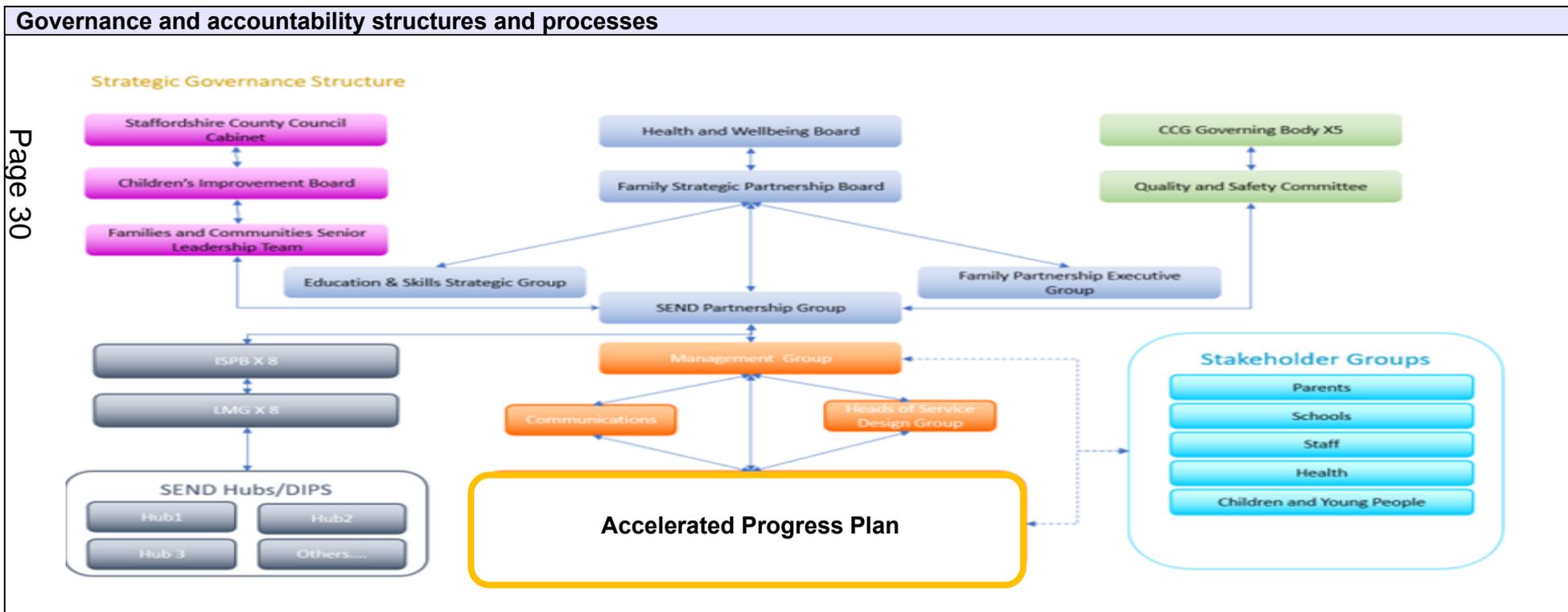
1st April 2022

Annex A: Accelerated Progress Plan (APP) for a Local Area following the judgement by Ofsted/CQC that sufficient progress had not been made against the weaknesses outlined by the Inspection

Name of the Local Area	Staffordshire
Date of Inspection	18 th – 20 th January 2022
Date of Publication of the revisit report	25th February 2022
Accountable Officers from the LA and CCG	Helen Riley & Heather Johnstone
SEND and NHS England Advisers	Pat Tate & Deborah Ward

Governance and Accountability

Please describe here the governance and accountability structures and processes that will be supporting your next phase of improvement. Please make clear which are information/reporting lines and where the challenge accountability sits within both the Local Authority and the CCG.



The Accelerated Progress Plan is a key component in the overall SEND Action plan for Staffordshire. As such, the SEND Partnership Group will oversee the implementation of the Accelerated Progress Plan. Following the re-inspection, current practice has been reviewed and a single workstream has been created to focus on the APP which will report to the SEND Partnership Group.

The focus of this plan is each area of weakness from the original inspection where, in the revisit, Ofsted/CQC have judged that sufficient progress has not been made. For each weakness, you should identify:

- *The actions you are taking to achieve improvement.*
- *The timescales for completing actions*
- *The KPIs that you will use to measure the success/impact of the actions.*

Staffordshire Accelerated Progress Plan & Risk Register



Annex B: Supporting statement for the Accelerated Progress Plan

The detail of the factors accounting for insufficient progress and how we are addressing or intend to address these are set out below.

The Local Authority (LA) and Clinical Commissioning Group (CCG) are committed to moving forward at pace to secure the improvements necessary to provide high quality services for our children, young people and families. The overriding objective being to establish and then maintain effective arrangements for meeting the needs of children and young people from birth to age 25 with special educational needs which enable them to achieve their potential. This is evidenced through the latest LA strategic plan which recognises, as one of the five priorities, the delivery of our SEND Strategy as a key priority to:

“Offer every Staffordshire child and young person the best start in life, and the chance to achieve their potential”

The Ofsted/CQC SEND revisit inspection identified two areas in which we have not made sufficient progress: quality of EHCPs and coproduction. Ofsted/CQC recognised that since the initial inspection, whilst there have been improvements at a strategic level, these have not impacted on the lived experience of children, young people, and families. We recognise this and view the Accelerated Progress Plan (APP) as an opportunity to meaningfully address this concern so that improvements are evident in the experience of children, young people and families.

Coproduction

Our journey towards true co-production has been challenging in Staffordshire. Whilst the partnership between SCC and the CCG has been strengthened, the relationship and meaningful communication with our parents and carers has at times been challenging. This has impacted on our ability to effect meaningful change and develop our delivery of coproduction. Significant improvements in the culture of inclusion have been a priority and we have sought to put in place the conditions for meaningful engagement with children, young people, and families. We are working closely with a newly constituted formal Parent Carer Forum (PCF) who are committed to ensuring that parents and carers across Staffordshire have a mechanism for ensuring their voice is heard. Part of this joint activity is the continuation of the work we have started with our PCF to ensure that they are represented at all levels of the governance structure

We have also adopted the coproduction principles shared by 'Contact a Family' and will continue to embed these as we develop the Staffordshire principles (a key action from the APP).

In relation to our work directly with children and young people, we have secured representation from CYPF Voice Steering Group who are now supporting the local area through the consultation and engagement with young people with SEND. This work will ensure the voice of children and young people is heard at a strategic level, and that their views are taken into account in improving/developing services and the wider support offer.

Our work around coproduction is also clearly reflected in the methodology we adopted in the development of the APP. The plan positioned the voice and partnership of all stakeholders, including families at the centre of our work. The APP was formulated using a 'Task and Finish Group' approach. The group included representatives from the PCF, SENDIASS, schools, CCG, Social Care and LA officers. This Task Team worked together to develop the actions that form the basis of our APP. This methodology used a three-level iterative process in which a range of multiple voices were able to be captured, thematically analysed (Braun and Clarke, 2006) and formulated into actions and outcomes. These themes and outcomes were returned to the task group, sense checked and then returned for a final time for APP sign off.

Our efforts to ensure true coproduction features in all our work across both areas of focus in the APP. In addition to being a discrete area for focus, we have ensured that coproduction and the development of holistic outcomes are a core part of our plans to address the second area of improvement, the quality of Education, Health and Care Plans.

Quality of Education, Health and Care Plans

The local area revisit inspection concluded that the quality of Education, Health and Care Plans (EHCPs) is poor. We acknowledge that, although actions within the Written Statement of Action (WSOA) were completed, we have not made sufficient progress in this area. These actions had not yet impacted on the lived experience of children, young people and families.

At the point of the initial inspection, data indicated that timeliness of issuing plans within the statutory timeframe was above the national average. This has now significantly declined, and it is acknowledged that the focus on the drive to improve timeliness has

compromised efforts to ensure the quality of plans. The move to a new Locality Operational Model (LOM) has also delayed progress in this area as colleagues grappled with new roles, responsibilities, and ways of working.

The Accelerated Progress Plan sets out a bold, aspirational, and realistic method to both improve the quality and timeliness of statutory advice but to also locate the voice of the child, young person and their family at the centre of this work. A key component of this work will be a redesigned and improved EHCNA pathway that will enable true co-production based on the principle of holistic outcomes. We will work towards ensuring that there is a team around the child approach, as part of the graduated response. This will ensure a pre-statutory focus on holistic outcomes that are meaningful for the individual child, young person, and family. We have also made structural changes as part of the Children's Transformation to ensure that the responsibility for Quality Assurance (QA) for SEND will move to the Performance, QA, and Engagement Team.

Our Plan for Support and Challenge

In Staffordshire we understand that effective support and challenge are both internally and externally located. Internally, we are embedding a culture of learning and improvement across the Children & Families Directorate. As such, the APP will be the key element of delivering wider improvement plans within the SEND service in Staffordshire. In order to support our efforts to maintain our focus, we are requesting the specialist support of the Corporate Change Team to support with critical projects and pieces of work with significant transformational elements which impact a wide range of our services.

A key component in how we seek support and challenge will also be seen in our partnership working approach. Projects and task groups will be expected to be open systems in which there is a restorative culture where progressive challenge is modelled and encouraged. We are also working significantly more closely with the Parent Carer Forum (PCF) and Special Educational Needs & Disabilities Information Advice & Support Service (SENDIASS). These partners feature strongly in the APP and will be key contributors to major actions in the plan. A key task in the APP is to agree with the PCF where, when, and how they will be involved with service design, improvement and governance and implement a plan to deliver this involvement.

At a national and regional level, we are embarking on an ambitious and exciting piece of work with the Child Development Council and regional SEND partnership group on activity specifically focussed on exploring and measuring the impact of our work on outcomes for children and young people. This will provide an additional level of challenge and support for both areas of focus in our APP.

We have valued the support and reflective space provided during the development of the APP by senior officers from the DfE and NHS England. We will continue to require, seek, and value this support as we implement and monitor our APP.

How we will measure our impact (Data Dashboard)

We are aware that the lived experience of our children, young people and families is a key indicator for the impact of our activities. Where epistemologically appropriate, we have quantified an impact against a given action using an interval measure such as a percentage indicator. For some actions, the performance indicator will be framed more appropriately as a nominal measure (i.e., commenced, established, completed).

For each of the pieces of work outlined in the APP, the first activity will be for the working groups to determine the baseline position we are working at currently. This may be based on performance data, feedback from quality assurance or feedback from engaging with our children, young people, families, and stakeholders. As we progress through the plan, we will use intelligence from our SEND Power BI dashboard (see appendix 1 for examples) - which will be further developed as part of this action plan, information from the auditing of EHC plans, annual reviews and professional advice, and feedback from engagement activity to measure our improvement. We plan on adopting a flexible approach and will use the latest intelligence to inform any requirements to modify our plan as we progress.

Reference:

Braun, V., Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3: 77-101

How we will ensure that partners, including families, are fully aware and kept informed of our actions and progress:

In addition to existing methods of sharing information, we have taken further steps to ensure that partners, including families are kept fully aware and informed of our actions and progress. The APP and subsequent activity, updates and progress will be shared at the following:

- Newly launched Termly SEND Newsletter

- Parent Carer Forum
- County Special Needs Coordinator Termly Meeting
- Locality Hubs
- Headteacher briefings (School's Bag)
- Children's Improvement Board
- Prosperous Staffordshire Overview and Scrutiny Committee
- Updated on the Local Offer
- Families and Communities Senior Leadership Team
- County Council Senior Leadership Team
- Clinical Commissioning and Executive Committee
- Family Strategic Partnership Board



Department for Education
Sanctuary Buildings
Great Smith Street
London
SW1P 3BT

Helen Riley, Director of Children's Services
Marcus Warnes, Accountable Officer, CCG

8 April 2021

Dear Ms Riley and Mr Warnes,

ACCELERATED PROGRESS PLAN FOLLOWING OFSTED AND CQC'S LOCAL AREA SEND REVISIT

We would like to thank you and your partners for your Accelerated Progress Plan (APP). We have reviewed the APP with the SEND and NHS England Advisers and have concluded that it sets out how you will tackle the remaining area of weakness identified during your revisit and has been deemed fit for purpose.

As set out in the revised Ofsted framework, we expect your plan to be published locally so that children, young people and families can understand the actions you are taking.

Your six-month review meeting to assess progress against the action plan will take place in October 2022. Deanne Michie (deanne.michie@education.gov.uk), your DfE Case Lead, will be in touch to finalise arrangements. For the six-month review, we will need to see documentary evidence two weeks in advance of the meeting and will email nearer the time to set out what you should provide.

I am copying this letter to your SEND and NHSE Advisers, SEND lead, and to your DfE Case Lead.

Yours sincerely,

K. Moore

Katie Moore,
Regional Lead
SEND Improvement and Implementation Unit
Department for Education (DfE)



Department
for Education

Department for Education
Sanctuary Buildings
Great Smith Street
London
SW1P 3BT

Neelam Bhardwaja, Director for Children and Families
Marcus Warnes, Accountable Officer, ICB

10 October 2022

SIX MONTH PROGRESS REVIEW AGAINST YOUR ACCELERATED PROGRESS PLAN (APP)

Dear Ms Bhardwaja and Mr Warnes,

Thank you for meeting with DfE SEND and NHS England officials on 29 September 2022 to review the progress you have made against your APP over the last six months.

We are particularly grateful for the contributions from your parent carer forum (PCF) and school representative. It was clear that the local area is beginning to make sustainable improvements to SEND services and to the lives of children and young people.

The evidence provided alongside the feedback from partners demonstrated the range of actions in place to accelerate improvement. These included the updated RAG rated APP progress plan and workstream updates along with the presentation shared at the review meeting.

We are grateful to parent representatives for confirming that they are building good foundations within the SEND Strategic Partnership. The PCF is embedded in the work being undertaken in the APP along with other SEND developments including, contributing to the SEND newsletter.

Progress is being made across most of the actions set out in your APP and it is encouraging that:

- The Strategic Partnership continues showing commitment and engagement in the SEND Improvement Programme.
- You have good systems in place to oversee your improvement programme.
- The programme management is focused on the need to capture evidence of impact, in addition, to completion of actions.
- The eight district hubs have provided an opportunity to strengthen the strategic partnership between the LA, health and schools.

- Work on the Voice Project included the Voluntary Youth Service (VYS), the PCF and SENDIASS, and you are planning to launch the Staffordshire Promise.
- You undertake quarterly surveys to inform panel practice and use the analysis of that along with analysis of complaints and tribunals to inform improvements.
- You have introduced tight monitoring of annual review amendments and made changes to the district model to improve SEND key worker capacity.

We will continue to monitor the APP and meet with you in 6 months for an update on:

- The embedding of the “tell it once” approach.
- Work being undertaken to focus on the voice of children and young person.
- The embedding of Children Social Care (CSC) training and engagement, and evidence that CSC are engaged in providing compliant, timely and quality advice to the EHC process.
- The progress you are making in relation to the aspiration to have termly contact with Lead Family Practitioners within schools.
- Work being undertaken to accelerate the implementation of digital solutions between Capita and Hub.
- Progress and timescales within the risk assessment with a request to include RAG ratings.
- Workforce capacity, including Social Workers, Therapists, Educational Psychologists and Case Workers.

Your next six-month review meeting will be scheduled to take place in April 2023.

In the meantime, SEND and NHS England Advisers, Pat Tate, Debbie Ward and your DfE Case Lead, Deanne Michie, will continue to provide you with support and challenge. If you have any questions or need any further support, please contact Pat, Debbie, or Deanne in the first instance.

We are copying this letter to Alan White, (Leader of the Council), Andre Imich (DfE Lead Professional Adviser), Pat Tate (DfE Adviser), Deanne Michie (DfE Case Lead), Lorraine Mulrone (National Specialist Advisor-SEND, NHS England), Nick Harrison, Senior Programme Manager, NHS England) and Deborah Ward (NHS England Adviser) and Halit Hulusi (SEND lead).

Yours sincerely,

K. Moore

Katie Moore
West Midlands Regional Lead, Vulnerable Childrens Unit
Department for Education (DfE)

Prosperous Overview and Scrutiny Committee – Thursday, 10 November 2022

Household Waste Recycling Centres (HWRCs) – Forward Investment, Policy Review and Re-Use

Recommendations

I recommend that:

- a. Prosperous Overview and Scrutiny Committee Members note that work has been completed to deliver the successful insourcing of the HWRC network and the performance of the in-house service against relevant Key Performance Indicators, as requested at its meeting on 16 September 2021.
- b. Prosperous Overview and Scrutiny Committee Members note the significant financial investment required on the HWRC network over the next five years and the opportunities to self-fund the investment by modifications to the HWRC Policies.
- c. Prosperous Overview and Scrutiny Committee Members to comment on the proposed changes for the management of bulky and trade and commercial waste at Staffordshire HWRC's which considers the use of a van permitting or vehicle recognition-based system for Staffordshire residents who wish to use certain types of vehicles to transport household waste to the Staffordshire HWRC network which will also impact traders disposing of waste.
- d. Prosperous Overview and Scrutiny Committee Members to comment on the proposal to consult with Staffordshire residents and businesses on the introduction of a van permitting or vehicle recognition-based solution for residents disposing of household waste . Following the discussion at scrutiny a Members Delegated Decision will be made to start the consultation process in early December 2022.
- e. Prosperous Overview and Scrutiny Committee Members to note the update on current re-use arrangements with Katharine House Hospice (KHH) and the proposal to undertake a separate public consultation on future re-use options during 2023/24.

**Report of Cllr Simon Tagg ,Cabinet Member for Environment,
Infrastructure and Climate Change**

Summary

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

1. At its meeting on 16 September 2021, the Prosperous Overview and Scrutiny Committee requested a further report be brought to the Committee setting out performance of the new service against relevant Key Performance Indicators an update on KPI's. Prosperous Overview and Scrutiny Committee Members are requested to note that work has been completed to deliver the successful insourcing of the HWRC network and the performance of the in-house service against relevant Key Performance Indicators.
2. The Council currently provides a network of 14 HWRCs geographically spread across the county and Staffordshire residents also have access to the jointly funded site at Lower House Farm in Warwickshire. The service is well utilised by residents, with approximately 1.6 million visits per annum across the sites in Staffordshire. The majority of visits made by residents disposing of household waste are via car with a small proportion disposing of household waste in vans and / or cars with trailers.
3. Currently 42 material streams are accepted at the majority of HWRC sites and the current recycling rate is 63.58% of the tonnage. The HWRC service is at the front line of the Council's climate change agenda. Recycling of materials reduces carbon footprint and through working with the haulage contractor the service is looking to convert haulage transport from standard diesel to HVO fuel.
4. The HWRC network requires substantial capital investment over the next five years to maintain a modern, efficient, and effective service. To alleviate additional budget pressures on the network, there is an opportunity to self-fund the investment by modifications to the HWRC policies.
5. Prosperous Overview and Scrutiny Committee Members are requested to note the capital investment required over a five-year period and the HWRC policy change proposals to the management of the disposal of bulky and trade and commercial waste, with generated savings / income contributing to existing budgets.
6. Changes to bulky waste disposal will impact Staffordshire residents who visit the HWRC network if travelling in vehicles other than a car or a people carrier, caravanette or minibus which has less than 8 seats by the introduction of a van permitting or vehicle recognition-based system.

The proposals include 3 options for the disposal of commercial (trade) waste.

7. A discussion is invited on each option together with any other alternative options identified by Prosperous Overview and Scrutiny Committee. There is not a 'do nothing' option due to budgetary pressures on the service.
8. Each identified option includes an increase to the commercial (trade) disposal charge per load for larger vans and a pro rata increase for cars and small vans including trailers which are used infrequently by traders.
9. Prosperous Overview and Scrutiny Committee are asked to note the undertaking of a public consultation on proposals to gain the views of Staffordshire residents and traders prior to implementing changes.
10. The management of re-use items at the HWRC has been stable for several years. Prosperous Overview and Scrutiny Committee is asked to note the proposal to extend the current arrangements with Katharine House Hospice and to undertake a separate consultation focusing on re-use options which will take place during 2023/24.
11. Subject to feedback received from the Prosperous Overview and Scrutiny Committee and the outcome of the HWRC Policies public consultation, a further report will be submitted to the Committee detailing final changes to the HWRC Policies before presenting to Cabinet in Spring 2023. It is proposed to introduce revised HWRC Policy arrangements during 2023 / 2024. The increase in commercial (trade) waste disposal charges will be implemented early 2023.

Report

Background

12. The Council currently provides a network of 14 HWRCs geographically spread across the county and Staffordshire residents also have access to the jointly funded site at Lower House Farm in Warwickshire. The service is well utilised by residents, with approximately 1.6 million visits per annum across the sites in Staffordshire. The service is also used by traders with c20,000 visits being made by registered traders in 2019/20.
13. Currently 42 material streams are accepted at the majority of HWRC sites and the current recycling rate of 63.58%.
14. The primary function of the HWRC service is to receive household waste from Staffordshire residents and the Council has no statutory duty to

provide for the provision of the tipping and disposal of commercial (trade) waste.

15. Since the service moved in-house, the service has access to improved data on day-to-day activities which has identified that there has been a significant increase in the disposal of bulky and trade waste, particularly at its Cannock site (the largest HWRC within the network) which has increased disposal costs putting pressure on existing budgets. Appendix 1 shows trade tonnages across the HWRC network. Appendix 2 shows bulky tonnages across the HWRC network.
16. There has been minimal capital investment across the network. To self-fund investment in the network from existing budgets, changes to some of the HWRC policies are being proposed to ensure that Staffordshire residents are not subsidising the disposal of bulky and commercial (trade) waste across its network.

Key Outcomes

17. The following key outcomes were agreed by Cabinet in March 2021 for the new in-house service:
 - a. A service that is safe to use and operate.
 - i. Prior to the service being bought in house the operations team have worked closely with the Health & Safety team to review all risk assessments and safe working procedures to ensure staff know how to operate in a safe environment. Operations team ensured that all staff had read and understood these new/ amended practices.
 - b. A service that maximises recycling opportunities.
 - i. Prior to the service coming in house officers worked closely with procurement to establish a dynamic purchasing scheme (DPS). This process allows for quick tendering process therefore allowing for the Authority to maximise opportunities from the commercial disposal markets
 - c. A service that provides best value for the public purse.
 - i. The DPS has the flexibility for the Authority to gain better revenue from certain waste streams and reduce costs on others. The proposed changes would also reduce the cost burden on residents of Staffordshire.
 - d. A service that can match customer demand.

- i. The proposed changes will improve the operations on site and as such improve the experience of residents visiting the HWRC's. Appendix 5 shows a recent article in the local press where residents are complaining about trade waste from outside Staffordshire impacting on the HWRC at Stone
 - e. A service that has appropriate levels of customer satisfaction when considering the authorities overall budget and accountabilities.
 - i. By implementing the proposals within this report will improve operations on the site and therefore have a positive impact on resident's experience of the facilities. By implementing the proposals, it will reduce the budgetary pressures on the service and allow additional investment on the estate
 - f. A service that can offer flexibility so that service innovation/improvement is possible over the period of the contract.
 - i. The proposals within this report will improve operations on the site and indicates that the Authorities operations want to progress and innovate to ensure that this in house service is continually evolving and improving.
 - g. A service that supports the priority outcomes of the authority.
 - i. The investment already made within the service (see 3.1) and the proposals within this report show that the service is supporting the priority outcomes of the authority.
18. Throughout mobilisation and since the network has been in-house, all the above key outcomes have been at the centre of decision making and operational activities.
19. A report was presented to Cabinet on 15 June 2022 which details how the service is meeting its Key Outcomes.

5 Year Capital Investment

20. Since April 2022, the Council has committed to spend in this financial year, c£175,000 on new containers, £75,000 on the refurbishment of existing containers and ramps and c£80,000 on the resurfacing of the service area at Burntwood HWRC. This is accounted for within existing budgets and ensures that the service continues to deliver the KPI's set for the service.

21. Appendix 3 gives examples of items the network will need to fund over the next 5 years. Costs exclude potential HWRC site relocations which would require separate business cases.
22. The Network therefore faces a £5m investment 'challenge' over 5 years which it proposes to be met with a £5m revenue 'solution' on the basis of pound in pound out principle.
23. In addition to the investment challenge, the network is also experiencing an increase in the cost of disposing of bulky and commercial (trade) waste. Bulky waste, as in the nature of the waste, is mainly delivered either via commercial (trade) vehicles or from residents using vans.
24. As an example, bulky tonnage from Cannock (the largest site across the Network) has increased from 1,505 tonnes in 2017/18 to 8,826 tonnes in 2021/22. This increase of 7,321 tonnes has increased disposal costs by £746,742. Appendix 2 highlights the increase of bulky tonnage across all sites since 2017/18 to 2021/22.
25. Since the HWRC network has come in-house, the Council has been able to monitor the disposal of commercial (trade) waste more effectively. A clear issue is that the Council's charging system is per load disposed of, whereas at commercial outlets the charging is applied based on weight via a weighbridge system. In not charging by weight the council is offering businesses and traders a disposal charge that is lower than the cost of disposing of the waste. Therefore, the charge per load needs to be increased to ensure that commercial (trade) waste disposal is reflective of the true cost and does not create budget pressures for the service. It is estimated that if a more appropriate commercial (trade) charge had been applied per load this would have increased commercial (trade) waste revenue from all sites by c£100,000 in 2021.

Proposed changes to HWRC Policies for the disposal of bulky and commercial (trade) waste and local community and charitable organisations

26. The primary function of the HWRC service is to receive household waste from Staffordshire residents and the Council has no statutory duty to provide for the provision of the tipping and disposal of commercial (trade) waste. From recent data collated and from those declaring as commercial (trade) waste indicates that c < 4% of visits to HWRC's are from commercial (trade) vehicles. It should be noted that most of our neighbouring local authorities do not allow traders access to their HWRC networks. Appendix 4 lists surrounding authorities and their commercial (trade) waste and van / trailer management arrangements.

27. There has been a significant increase in both bulky and trade waste over the last 3 years, which is particularly evident at Cannock. However, other sites are starting to show increases. Please refer to Appendix 1, Trade Tonnages for the HWRC Network and Appendix 2, Bulky Tonnages for the HWRC Network.
- a. Policy changes are required to control the use of the Council's HWRC network and minimise both operational and financial pressures.
 - b. Commercial (trade) waste (a non-statutory service) was implemented at Staffordshire's HWRC's by a previous contractor. Apart from the Biddulph HWRC, there are currently few restrictions for the disposal of commercial (trade) waste at any of the HWRC sites operated by the Council.
 - c. Appendix 5, Effect on Van and Traders, shows that over 50% of the traders using the Cannock site between May and June 2022 did not provide any business information. Of those that did approximately two thirds were from out of Staffordshire.
28. Experience on the ground over the last 12 months has indicated that site staff have an extremely challenging task in distinguishing between a householder using an employer, borrowed or hired van for disposing of household waste on an ad hoc basis or a small trader disposing of waste generated as a result of a commercial activity.
29. This has led to the following observed problems:
- a. Considerable volumes of vans particularly at HWRC sites which are close to county boundaries and therefore are easily accessible for non-Staffordshire residents and commercial (trade) operations
 - b. Extended unloading times for vans leading to traffic queues and inconvenience to the vast majority of Staffordshire residents arriving by car to deposit relatively modest volumes of waste.
 - c. Challenging behaviour from some vans drivers when challenged on payment which leads in some cases to unacceptable levels of confrontation.
 - d. Potential for considerable 'leakage' of trade charging occurring leading to lost revenue.
 - e. Potential for considerable costs being borne by Staffordshire taxpayers for disposal of trade waste from both the Staffordshire

area and neighbouring authorities.

- f. With commercial (trade) waste coming from other authorities it impacts on Staffordshire commercial (trade) operators as they can be held in queues to offload the waste in the designated disposal points on the sites.
30. Typically, across many Waste Disposal Authorities, the control of vans and cars with trailers, genuinely used by members of the public to deliver household waste to the HWRC network, is managed via a permit and/or a booking system. This allows all households a limited number of visits and once this quota is met then no further visits can be made, unless they pay under the trade scheme or use a vehicle that will not incur the charge.
31. Appendix 4 lists surrounding authorities and their commercial (trade) waste and van / trailer management arrangements. A suggested van permitting, or vehicle recognition-based arrangement is shown in Appendix 6.
- a. It is proposed to make changes to Policy 4 (Van and Trailer use) and Policy 15 (Commercial (Trade) Waste) to mitigate against these issues being experienced daily.
 - b. Policy 6 (Small Traders Waste Disposal Scheme (pilot)) is to be removed as it refers to a 'pilot' scheme at 3 sites only.
 - c. It is also proposed to make changes to Policy 14 – Schools and Charities, and to refresh out of date Policies where for example, contact emails are no longer valid.
 - d. DEFRA is currently out to consultation on changes to 'chargeable waste for residents'. Subject to the consultation outcome, there could potentially be a revision required to Policy 10 (DIY, home improvements, renovation, construction & demolition) to reflect a change in legislation.

Policy 4 (Van and Trailer use)

32. It is proposed to introduce a van permitting or vehicle recognition-based system for vans and cars with trailers used by Staffordshire residents disposing of household waste generated from domestic properties which will be subject to consultation and include any additional suggestions made by Prosperous Overview and Scrutiny Committee:

- a. Each Staffordshire household will be eligible for say 12 visits per year which will allow the use of a van, car with trailer, camper van etc (example shown in Appendix 6).
- b. Cars with trailers to be accepted at all Staffordshire HWRC sites subject to a van permit or vehicle recognition-based system.
- c. The existing restriction of vans at Biddulph HWRC will remain in place.

Policy 15 (Commercial (Trade) Waste)

33. There are 3 possible options for consideration under this Policy change for which Prosperous Overview and Scrutiny Committee views are sought. From an operational perspective the options below are in order of preference:

- a. Staffordshire only business and commercial waste accepted at all sites and increase trade prices per load for larger vans and pro rata increase when traders use cars, small vans and or trailers.
- b. Staffordshire and non-Staffordshire business and commercial waste accepted at larger sites only and increase trade prices per load for larger vans and pro rata increase when traders use cars, small vans and or trailers.
- c. Staffordshire and non-Staffordshire business and commercial waste accepted at all sites and increase trade prices per load for larger vans and pro rata increase when traders use cars, small vans and or trailers.
- d. Under each of the options at paragraph 4.15, there would be unlimited access for commercial (trade) waste disposals. However, charges will apply at each visit.
- e. Each option requires the current price for trade waste disposal to be increased as soon as possible to reflect the true cost of disposal and cover the deficit in revenue, therefore reducing budgetary pressures.
- f. The views of Prosperous Overview and Scrutiny Committee are sought on the options with the Committee invited to identify alternative options for consultation. There is not an option to 'do nothing' due to budgetary pressures on the service.

Fly Tipping Concerns

34. Based on previous experiences in Staffordshire and of other local authorities, the Council does not anticipate increases in fly-tipping due

to the changes in policy. For example, in November 2016, Staffordshire, like several other authorities introduced charges for certain items at HWRC's. There were concerns that this would result in increased fly tipping. As a result of these concerns government bodies were tasked in reviewing the impact on fly tipping and these reports indicated that there was no increase in fly tipping as a result of new charges being implemented. However, the Council will work closely with our District and Borough partners to support them if there are any small short-term increases during these latest changes.

35. Many Waste Disposal Authorities have either banned trade waste from their HWRC facilities or put in controls to manage it. We are not aware that any changes have resulted in increased fly tipping. Appendix 4 shows surrounding authorities' policies regarding van permits and commercial (trade) waste
36. The introduction of van permits only limits the number of visits by the type of vehicle as required under the permit scheme. Residents are not restricted from using other household vehicles to visit the facilities.
37. Traders from outside the County will be collecting waste from their locality and so would dispose of the waste either legally or illegally near to their operating area. With the recent significant increase in fuel, the costs on traders to travel greater distances would increase and therefore the incentive to travel into Staffordshire is reduced.
38. There is the potential to work closely with Staffordshire's Waste Collection Authorities to monitor and, if necessary, financially assist if a short-term increase in local fly tipping is seen.

Policy 14 – Schools and Charities

39. The current policy is restricted in that it only reflects schools and registered charities. Prosperous Overview and Scrutiny Committee is asked to consider the introduction of a short application process which allows local groups such as Scouts, litter picking, voluntary, Village / Church Hall, etc., to apply on a case-by-case basis, to be considered by 2 Officers to agree.
40. Where waste is generated as a result of a commercial activity, e.g. Church Hall used for an event in which the Hall has been hired out, waste would be considered as commercial (trade) waste and will not be accepted under this Policy although would be accepted under Policy 15, Commercial (Trade) Waste, and subject to charges.

Public consultation

41. The Policy changes will have a minimal impact for the majority of Staffordshire residents.
42. The Service is proposing to undertake a public consultation on the HWRC Policy changes to seek the views of Staffordshire residents and traders on the presented options to understand the impact of changes on Staffordshire residents and businesses to mitigate, where possible, any concerns or queries raised.
43. The Service will work with corporate colleagues to support the public consultation and to identify timelines, etc, for reporting feedback to Prosperous Overview and Scrutiny Committee and Cabinet before implementing final Policy changes.
44. The Committee is advised that a Member's Delegated Decision will be produced to enable the consultation process to commence in early December 2022.

Management of Re-use

45. Currently the outlet for all items collected for re-use across the Staffordshire HWRC network are managed and co-ordinated by the Katharine House Hospice (KHH) charity. This activity is centred around the re-use facility based at the Cannock HWRC site which receives c150,000 items (pre-Covid 19) of re-use from the whole HWRC network each year. Of these items around 80% are available for re-use and are offered for sale.
46. Current arrangements with KHH will continue until April 2023. However, the Council is in negotiation with KHH to continue with its current operation until March 2024 to enable the Council to consider how the re-use items collected across the Staffordshire HWRC network can best be used for the benefit of Staffordshire residents.
47. It is proposed to undertake a separate public consultation to the one proposed at 5.2 during 2023 /24 to seek Staffordshire residents' views for re-use which will be presented to a future Prosperous Overview and Scrutiny Committee meeting.

Link to the Strategic Plan

48. The provision of suitable waste disposal arrangements is key to a number of the Outcomes in Staffordshire County Council's Strategic Plan namely to be healthier and happier.

49. The proposals in this report link to the principles contained in the Strategic Plan including ensuring that Climate Change is considered in all that we do.

Link to Other Overview and Scrutiny Activity

50. The Prosperous Overview and Scrutiny Committee received an Insourcing Update and Potential Changes to the Management of Re-use Items on 16 September 2021.

Community Impact

Refer to CIA guidance on the [Learning Hub](#)

List of Background Documents/Appendices:

Appendix 1 - Trade Tonnages for the HWRC Network

Appendix 2 - Bulky Tonnages for the HWRC Network

Appendix 3 - Examples the items the Service will need to fund over the next 5 years

Appendix 4 - Surrounding Authorities - commercial (trade) waste arrangements and van/trailer management

Appendix 5 - Effect on van and traders

Appendix 6 - Suggested van permitting, or vehicle recognition-based arrangement

Prosperous Overview and Scrutiny Committee Report – 16 September 2021

Cabinet Report – 15 June 2022

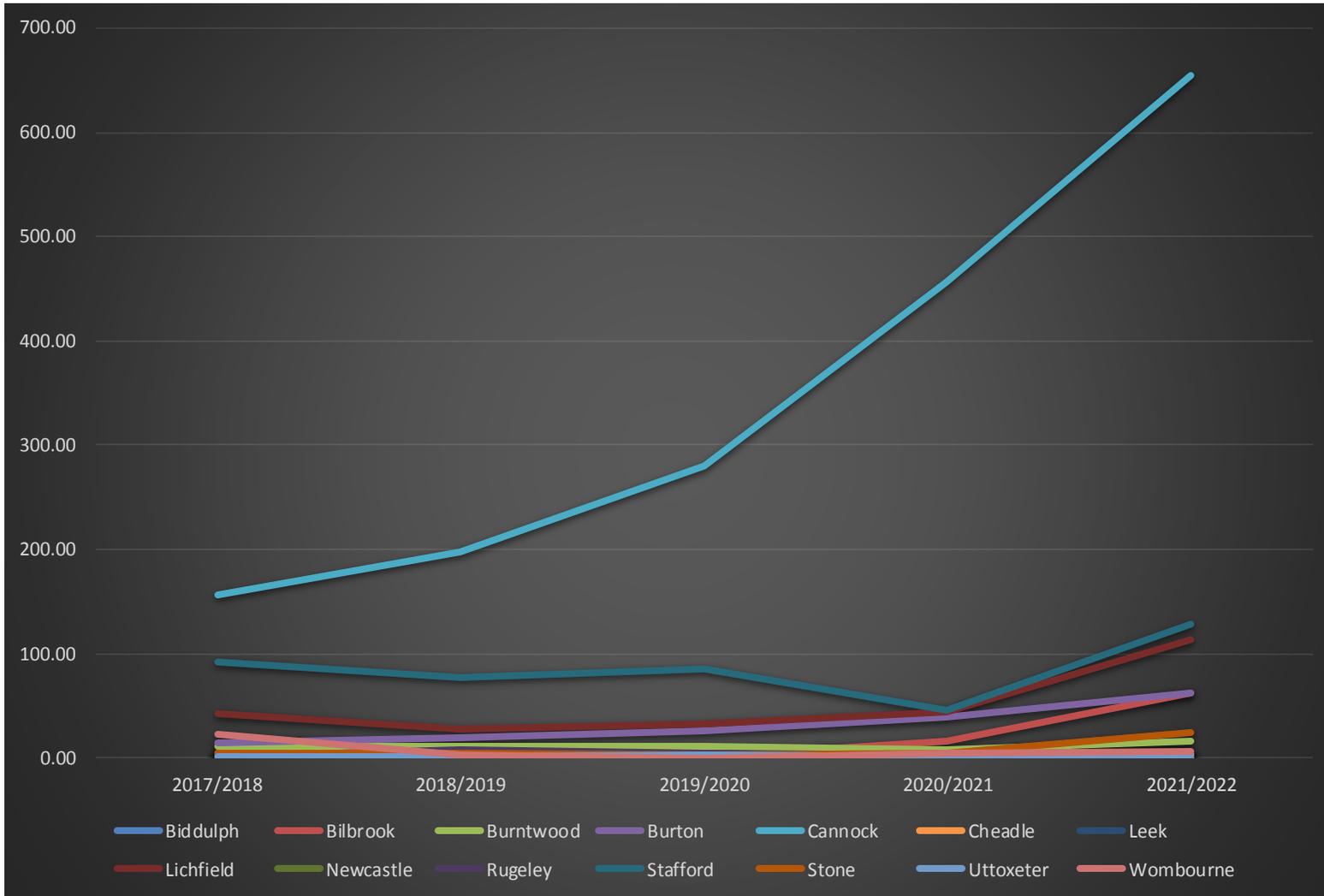
Contact Details

Assistant Director: Clive Thomson,
Assistant Director for Connectivity and Sustainability

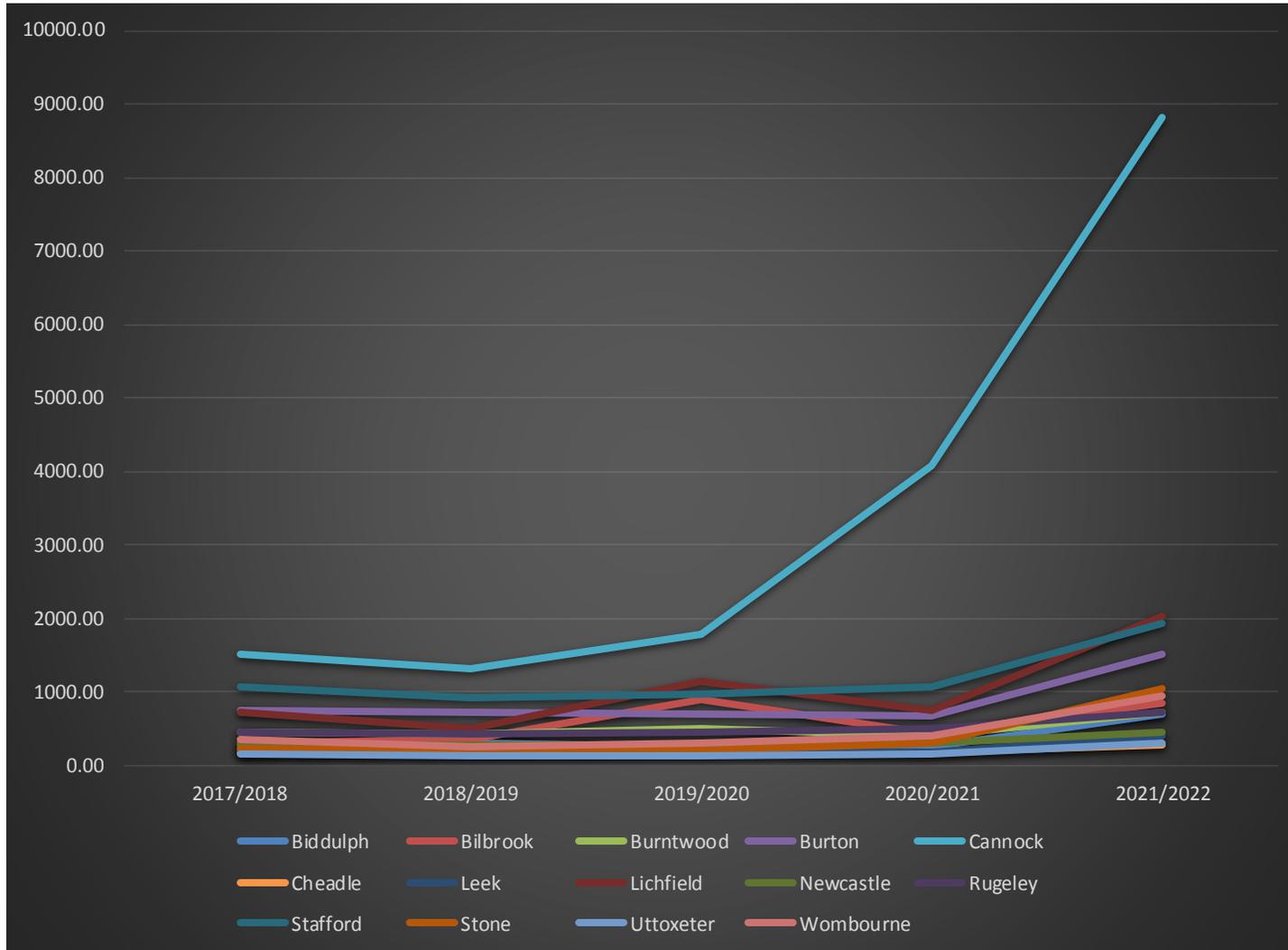
Report Author: Nick Bentley
Job Title: HWRC Operations and Service Improvement Manager

Telephone No.: 07973 665972

Trade Tonnages for the HWRC Network



Bulky Tonnages for the HWRC Network



Examples of items the Service will need to fund over the next 5 years

- Containers replacement programme - £120k per annum (Contract commencing April 2023)
- JCB / CAT replacement programme – circa £600K per annum to lease 15 machines for 5 years/ circa £3m to purchase each machine plus service charges
- Leek Weighbridge – approximately £100k
- Leek Fire Suppression System - £250k
- Ramp replacement / repair programme - £40k per annum (Contract commencing April 2023)
- Container repair programme - £50k per annum (Contract commencing April 2023)
- Leek Transfer Station floor
- Surface flooring works and line painting at HWRCs (variation in cost per site).
Example of works and costings to date:
Cannock £100k +, Newcastle £55k (without replacement portacabin), Burntwood £80k, Biddulph £85k, Burton £30k

Bottom picture shows resurfacing and new layout at Lichfield HWRC which was completed March 21



Surrounding Authorities - commercial (trade) waste arrangements and van/trailer management

Local Authority	Trade Waste Accepted at HWRC Network	Potential Impact on SCC sites	Resident Van/Trailer Management
Walsall	No	Cannock Burntwood	Pre-booking required
Dudley	No	Wombourne	Permit Required
Wolverhampton	No	Bilbrook Cannock	Pre-booking with resident ID checks
Worcestershire	No	Wombourne	Permit Required
Birmingham	Yes	Potentially none	Permit Required
Sandwell	No	Potentially none	Permit Required
Shropshire	No	Bilbrook Wombourne Newcastle	Permit Required
Derbyshire	No	Cheadle Uttoxeter Biddulph	No system
Leicestershire	Yes but limited to two sites which have weighbridges.	Burton on Trent	Permit required restricted to off peak times
Warwickshire	Yes	Lichfield	Permit Required
Cheshire East	No	Biddulph Leek Newcastle	Permit Required
Stoke On Trent	No	Biddulph Stone Newcastle	Permit Required

Appendix 5

Effect on vans and traders



Cannock Trader information May – July 2022

Locals turned away as traders travel 50+ miles to use town tip

It could see Stoke-on-Trent residents banned from Staffordshire's tips



Suggested van permitting, or vehicle recognition-based arrangement for Staffordshire Residents

Permit		
 	Car / 4x4	No
 	People carriers, caravanettes, minibuses (less than 8 seats)	No
 	People carriers, caravanettes, minibuses with more than 8 seats or where rear seats and/or fittings have been removed e.g. seatbelts	Yes

	Car and trailer	Yes
	Pickup truck	Yes
	Van	Yes
	Campervan	Yes



Prosperous Overview and Scrutiny Committee - Thursday 10 November 2022

Digital Infrastructure in Staffordshire Update

Recommendations

I recommend that the Committee:

- a. Endorse the update and approach being taken in deploying the Digital Infrastructure Strategic Framework
- b. Note the further areas of consideration and improvement being developed in support of the Council's overall digital first strategy.

Local Member Interest:

N/A

Report of Cllr Simon Tagg, Cabinet Member for Environment, Infrastructure and Climate Change

Summary

This report provides a six-month update on the Digital Infrastructure in Staffordshire report presented to this committee in April 2022 and provides further details on plans for the utilising the infrastructure and enabled technology, it is primarily for the information of members.

Report

Background

1. The Digital Infrastructure Strategic Framework (DISF) presented as part of the Digital Infrastructure in Staffordshire report to this committee in April of this year was agreed at Cabinet in June, it set out key objectives to deliver improved connectivity and realise the benefits for Staffordshire businesses and residents.

National Context

2. Further to the background set out in the DISF, the national importance of digital infrastructure was highlighted when the new prime minister stated '*the country needs to build "roads, homes and broadband faster" with more investment in towns and cities across the country*'.

3. Some interesting facts to note (UK statistics)

- a. Only 36% of over 65s have a smartphone
- b. 42% of children did not have access to a device or connection in 2021 for education
- c. 6% of the population remain completely offline
- d. 82% of jobs are now online but 15million do not have digital skills
- e. 2 million struggle to afford their broadband
- f. Digitally literated people save an average of £230 on their household bills per year

Staffordshire Context

Superfast Staffordshire

4. Superfast Staffordshire Programme was a partnership between Staffordshire County Council, Building Digital UK (BDUK) and Openreach to deliver the Superfast Broadband programme across the county. This programme has now completed both phase one and phase two of the projects and the contracts are being closed. Approximately 83,400 (24%) of premises in Staffordshire have gained access to superfast broadband (>24Mbps) services as a result.
5. Overall coverage of services has increased from 65% (2013) to 96.95% (March 2022 – including phase 1 and phase 2 of the Superfast programme) because of the programme. Consequently, we now have over 420,000 premises with access to superfast broadband across the county.
6. The headline figures for the “take up” of superfast services that have been provided by the programme is currently (October 2022) 80.32%, way beyond the 20% originally envisaged. This take up provides the basis of the return on investment in the form of a gainshare to the County Council.
7. The Superfast Staffordshire contracts have concluded their fibre deployment phase having delivered all their contractual commitments. The programme has now transitioned to deliver full fibre (gigabit capable) solutions. Staffordshire currently (October 2022) has 61.5% gigabit capable coverage, of which 32.02% is delivered through a full fibre network.

Digital Infrastructure update.

8. Project Gigabit. Building Digital UK (BDUK) is an Executive Agency of DCMS with a mission to ensure that homes and businesses across the UK can access fast and reliable digital connectivity. One of its main programmes is Project Gigabit, during the recent market engagement exercise for Staffordshire (LOT19) to identify intervention areas, it concluded that there was no market interest in engaging in a procurement in Staffordshire and that any procurement be deferred for a new type of intervention scheme in the medium term. We are currently asking BDUK to provide further detail as to what is meant by 'no market interest', given that the exercise also determined that less than 2% of premises (< 7,000) had no market interest. Furthermore, the exercise identified 17 alternative network providers (Alt Nets) who had interest in investing in infrastructure in the County in the next 3-5 years. We believe that the situation will not prevent the Council achieving its ambition for 100% Gigabit connectivity by 2030, but may have implications on deployment timescales. We will continue to utilise Vouchers in the short term

9. Gigabit Voucher scheme. The voucher scheme is proving to be a popular and successful scheme and is to be renewed by BDUK in December. To date:
 - a. 18 communities (1,056 premises) have gone live with voucher support,
 - b. there are 8 communities (996 premises) in delivery and due for completion and
 - c. 8 further communities (989 premises) have been approved and are now awaiting delivery of gigabit services.

10. Barrier busting approach. The team continue to encourage infrastructure investment by encouraging alternative network suppliers into the County. However, further work is required to mitigate the disruption to vehicle traffic, pedestrians and residences as well as ensuring proper reinstatement of our highways assets. We are working with the Highways team and suppliers on improving communication to residences and businesses impacted by the inevitable construction required as well as ensuring that the suppliers are aware of their responsibilities before they start construction and permits are issued.

Demand Stimulation update

11. The new Gigafast Staffordshire website, www.gigafaststaffordshire.co.uk is now live. The rebranded Superfast site continues to raise awareness around broadband connectivity. It aims to offer unbiased advice and

signposts users to areas such as Ofcom, where to find social tariffs, how to obtain further digital skills (liaising with our training unit, libraries service etc), where to find digital advisors available to give free support to small/medium businesses. The Digital Infrastructure team continues to manage the Gigafast Staffordshire social media channels..

Digital Connectivity update.

12. The Digital Infrastructure team continues to work with other digital teams on how digital infrastructure enables the delivery of digital services to residents and business. This work includes looking at how the Council may be able to take advantage of future internal network procurements such as the Public Services Network which may provide further opportunities to co-ordinate cross government delivery, better access to social tariffs (only 2% of eligible people have taken up social tariffs in the UK) including enhanced tariffs for multiple dwelling units.
13. SCC are now represented in the DCMS - Digital Connectivity Infrastructure Accelerator (DCIA) Early Adopters Group (EAG). The EAG comprises a network of Local Authorities that have mobile digital strategies in place and want to understand lessons learnt and best practice from the early adopters in utilising mapping systems, perceived coverage issues and how best to use assets such as street lighting to provide better connectivity. The team has also engaged with our procurement team, legal team, street lighting team, EON (PFI supplier of lighting columns) and a mobile network operators on the practical deployment of improved 4G and 5G mobile services. We are also a member on the ADEPT Digital connectivity group, helping influence future public funded interventions.

Timescale

14. The DISF set out the framework for delivery up until 2030 when we aim to achieve 100% gigabit connectivity. The recent deferral of public procurement for Gigabit supported infrastructure in the County is likely to delay the deployment in hard-to-reach areas. However, the dynamic market for this type of infrastructure (17 separate companies looking to invest), the strategic importance the government have placed upon accelerating the building of infrastructure and the focus we have allows us to believe that we will enable delivery of 100% gigabit service by 2030, with the vast majority completed by 2027.

Link to Strategic Plan

15. A key priority of the Strategic Plan 2022-26 is to improve digital connections and to use digital technology to connect, inform and support

the people of Staffordshire. Digital infrastructure is a key enabler of the ubiquitous use of digital services.

Link to Other Overview and Scrutiny Activity

N/A

Community Impact

The Digital Infrastructure project has a positive impact upon communities as it aims to reduce digital exclusion based upon a person's location and using the website signposts information leading to obtaining digital skills and support.

List of Background Documents/Appendices:

Digital Infrastructure in Staffordshire report delivered to this committee - [Agenda for Prosperous Overview and Scrutiny Committee on Thursday 14th April 2022, 10:00am - Staffordshire County Council](#)

Digital Infrastructure in Staffordshire report delivered to Cabinet in June [Agenda for Cabinet on Wednesday 15th June 2022, 10:00am - Staffordshire County Council](#)

Staffordshire new website signposting digital infrastructure advice to residents/businesses www.gigafaststaffordshire.co.uk

Building Digital UK summer report updating progress on Project Gigabit including results of Staffordshire market test (LOT19) www.gov.uk/government/publications/project-gigabit-delivery-plan-summer-update-2022

Contact Details

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

Report Author: Idris Roberts
Job Title: Head of Digital Infrastructure
Telephone No.: 07815 701795
E-Mail Address: idris.roberts@staffordshire.gov.uk

Presentation Title:	Digital Connectivity in Staffordshire					
Presented by:	Tony Baines					
Prepared by:	Idris Roberts, Iona McPhee					
Delivery Plan Ref No: <i>(if applicable)</i>						
Recommendation:	Steer Required		For Discussion	X	For Information	X
Recommendations / action required:	<p>1. Endorse the update and approach being taken in deploying the Digital Infrastructure Strategic Framework</p> <p>2. Note the further areas of consideration and improvement being developed in support of the Council’s overall digital first strategy.</p>					
Brief Presentation Summary:	<ul style="list-style-type: none"> - Overview of our Digital Connectivity Strategy - National context and Staffordshire context including success of the Superfast programme - Infrastructure update - Timescales and recommendations 					
SLT Lead:	Darryl Evers		Cabinet Member Lead:	Simon Tagg		

Digital Connectivity Strategy and Context

Mission: Accelerate delivery of gigabit capable technologies, maximising the opportunities and benefits for the businesses and residents of Staffordshire to enable the growth of our digital economy – SCC Digital Infrastructure Strategic Framework (DISF), agreed Cabinet June 2022

Page 72

- The Government has restated its intent to deliver faster broadband
 - ***‘the country needs to build “roads, homes and broadband faster” with more investment in towns and cities across the country. ’ – Liz Truss Sept 2022***
- Digital Exclusion remains a key issue in the UK

Digital Infrastructure & Connectivity - Update

- Recent BDUK procurement exercise concluded 'no market interest in Staffordshire' despite responses from 17 separate network providers.
- We continue to encourage infrastructure investment whilst balancing the needs of defending our highways and bye ways assets and permit requirements
- Remote areas in Staffordshire continue to take advantage the Gigabit Voucher scheme
- Mobile
 - SCC are now on a number of Government influencing group e.g DCIA/EAG and ADEPT. Discussions continue on improving mobile coverage in the county including using our street assets
- Wifi – we are supporting Newcastle Town Council in deploying Public Wi-Fi (town deal)



Demand Stimulation Update

Signposting

Social media:

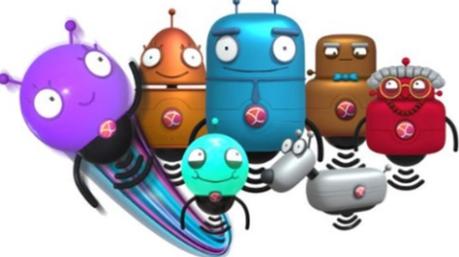
Rebranding of Superfast Staffordshire to fit the new digital infrastructure agenda.

Unbiased



← **Gigafast Staffordshire**
5,734 Tweets

Raising awareness



Follow

Gigafast Staffordshire
@GigafastStaffs

We're continuing our mission to deliver faster reliable broadband to Staffordshire. Project Gigabit aims to ensure hard-to-reach communities are not left out.

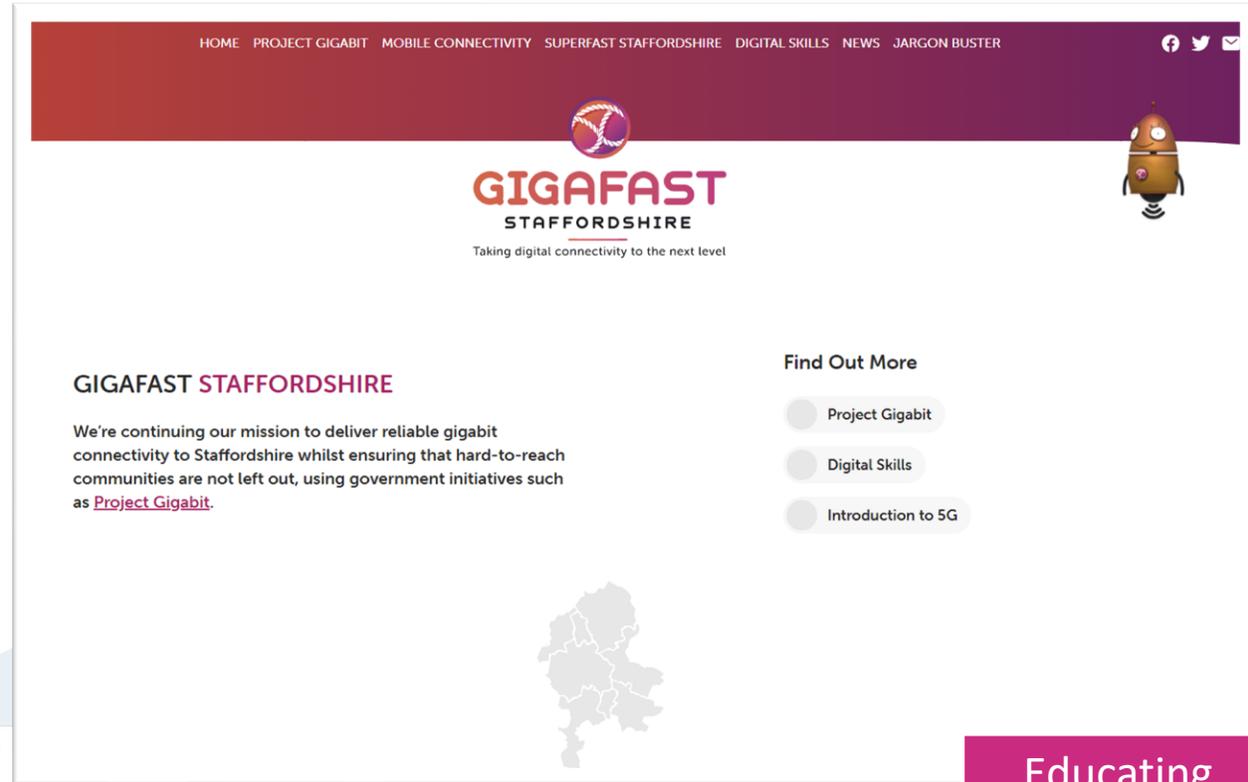
📍 Staffordshire 🌐 gigafaststaffordshire.co.uk 📅 Joined September 2013

1,880 Following 1,797 Followers

Barrier busting

Gigafast Website Launch:

The New Gigafast Staffordshire website is live.



HOME PROJECT GIGABIT MOBILE CONNECTIVITY SUPERFAST STAFFORDSHIRE DIGITAL SKILLS NEWS JARGON BUSTER



GIGAFAST STAFFORDSHIRE
Taking digital connectivity to the next level

GIGAFAST STAFFORDSHIRE

We're continuing our mission to deliver reliable gigabit connectivity to Staffordshire whilst ensuring that hard-to-reach communities are not left out, using government initiatives such as [Project Gigabit](#).

Find Out More

- Project Gigabit
- Digital Skills
- Introduction to 5G



Educating residents

facebook



↻ **Gigafast Staffordshire Retweeted**

Gareth Bowen @GarethBowen2 · 4 Jul

@paul_chatwin @SuperfastStaffs It's been a long 2 years in getting to this point but #Himley has #FTTP at last! Thanks for all your help in getting us to this point.



 **Gigafast Staffordshire**
@gigafaststaffordshire · Organisation

[Contact Us](#)

superfaststaffordshire.co.uk

Home About Photos Videos More

About See all

 **Gigafast Staffordshire**
17 August at 10:22

Recommendations

Endorse the update and approach being taken in deploying the Digital Infrastructure Strategic Framework

Page 75

Note the further areas of consideration and improvement being developed in support of the Council's overall digital first strategy.

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 Evers/Anthony Hodge	Requested by email (Cabinet Member 17 March 2022).	(a) That the report be received and noted. (b) That the County Council's draft Rural Economic Strategy 2022/2030 be supported. (c) That the Cabinet Member have regard to their comments (see minutes of meeting) in the final version (and its Implementation Plan) expected to be published in late Summer/early Autumn 2022. (d) That further update reports on the progress made in implementation of the Strategy be brought to the Committee on a quarterly basis.
Wednesday 15 June 2022 at 2.00 pm (additional meeting)	Highways Transformation – Update Cabinet Member: David Williams Lead Officers: Darryl Evers/James Bailey	Requested by Cabinet Member at 14 April 2022 Committee Meeting.	(a) That the report be received and noted. (b) That satisfactory progress had been made in the Highways Transformation Programme to date.

Work Programme 2022/2023

Date of Meeting	Item	Details (Background)	Action / Outcome
Page 79			<p>(c) That the Cabinet Member be urged to have regard to the above-mentioned comments in his work to identify the most appropriate future delivery model for the Highways maintenance service.</p> <p>(d) That progress in the Highways Transformation Programme Continue to be monitored closely and further update reports be brought the Committee, as necessary.</p>
	<p>SEND Green Paper – Staffordshire’s response Cabinet Member: Jonathan Price Lead Officers: Helen Riley/Tim Moss</p>	<p>Proposed by Cabinet Member at 12 May 2022 Triangulation Meeting.</p>	<p>(a) That the report be received and noted.</p> <p>(b) That the contents of the County Council’s proposed response to the Government’s White Paper entitled “SEND review: right support, right place, right time”, as set out in the report, be supported.</p> <p>(c) That the various measures contained in the White Paper already being implemented by Staffordshire, making them an exemplar, be welcomed.</p>

Work Programme 2022/2023

Date of Meeting	Item	Details (Background)	Action / Outcome
			(d) That the Cabinet Member for Education (and SEND) be urged to continue his efforts to lobby Central Government for additional resources so that the various other aspirations contained in the White Paper can be successfully delivered within a satisfactory time-scale.
Thursday 7 July 2022 at 10.00 am Page 80	Highways Transformation Programme – Three Strands Progress Cabinet Member: David Williams Lead Officers: Darryl Evers/James Bailey	Requested at 13 January 2022 Committee Meeting.	(a) That the oral report and presentation be received and noted. (b) That satisfactory progress had been made in the Highways Transformation Programme to date. (c) That the Cabinet Member be urged to have regard to the above-mentioned comments in his work to implement the new future delivery model for Staffordshire Highways.
	Town Centre Regeneration Programmes (Working with District and Borough Partners – Update	Requested at 29 November 2021 Triangulation Meeting. Postponed until late summer at the request of Cabinet Member (via email from Anthony Hodge 1 February	

Work Programme 2022/2023

Date of Meeting	Item	Details (Background)	Action / Outcome
	<p>Cabinet Member: Phillip White Lead Officers: Darryl Eyers/Anthony Hodge</p>	<p>2022). Further identified at 26 May 2022 Committee Meeting. Postponed at the request of Cabinet Member (email from Anthony Hodge, 10 June 2022) at 15 June 2022 Committee meeting.</p>	
<p>Page 81</p>	<p>HS2 Connectivity with existing 'classic' Network Cabinet Member: David Williams Lead Officers: Darryl Eyers/Clive Thompson</p>	<p>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.</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 January/February 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 Staffordshire residents from the construction of the line, where possible.</p>

Work Programme 2022/2023

Date of Meeting	Item	Details (Background)	Action / Outcome
Page 82	<p>Flood Risk Management Strategy 2021/27 Outcome Measures – Progress Cabinet Member: Simon Tagg Lead Officers: Darryl Evers/Jamie Cooper</p>	<p>Requested at 29 November 2021 Committee meeting.</p>	<p>(a) That the oral report and presentation be received and noted.</p> <p>(b) That the news of additional Government Funding which had been made available in support of flood risk management in Staffordshire and the progress made to date in this respect, be welcomed.</p> <p>(c) That the Cabinet Member be urged to have regard to the Committee’s comments in his on-going work towards ensuring effective flood risk management in the County.</p> <p>(d) That the issue of flood risk management be kept under close review and further scrutiny be undertaken, as necessary.</p>
	<p>Thursday 29 September 2022 at 10.00 am</p>	<p>North Staffordshire Local Air Quality Plan Cabinet Member: David Williams Lead Officers: Darryl Evers/Clive Thomson</p>	<p>Requested by email 4 February 2022 (Joanne Keay on behalf of Cabinet Member). Postponed at the request of Cabinet Member (email from Darryl Evers via Joanne Keay 12 July 2022) until Autumn 2022.</p>

Work Programme 2022/2023

Date of Meeting	Item	Details (Background)	Action / Outcome
Page 83	Petition - Management of HGV's on Cemetery Road, Silverdale, Newcastle-under-Lyme Cabinet Member: David Williams Lead Officers: Darryl Evers	Constitutional requirement for petition to be considered by Scrutiny owing to it containing between 2,500 and 5000 signatures.	That the petition be noted; (b) That the petition organiser be thanked for his attendance at the meeting; (c) That no further action be taken by the Committee pending determination of the above-mentioned Planning Application No. SCC/22/0078/FULL-MAJ by the County Planning Committee.
Page 83	Schools White Paper Cabinet Member: Jonathan Price Lead Officers: Tim Moss	Identified at 26 May 2022 Committee meeting.	That the report be received and noted. (b) That the Cabinet Member be urged to have regard to their comments in his on-going correspondence with Government in implementing their new ambitions for the school system in England.
	Countryside Review – Update Cabinet Member: Victoria Wilson Lead Officers: Helen Riley/Sarah Bentley	Requested at 24 February 2022 Committee Meeting. Programmed for early Autumn at 26 May 2022 Committee meeting. Reprogrammed for additional 19 October 2022 Committee meeting at 15 June 2022 Committee meeting.	

Work Programme 2022/2023

Date of Meeting	Item	Details (Background)	Action / Outcome
	<p>Staffordshire History Centre – Update Cabinet Member: Victoria Wilson Lead Officers: Catherine Mann</p>	<p>Proposed by Cabinet Member at 12 May 2022 Triangulation Meeting. Programmed for early Autumn at 26 May 2022 Committee meeting. Reprogrammed for additional 19 October 2022 Committee meeting at 15 June 2022 Committee meeting.</p>	
Page 84	<p>Libraries & Arts – Update (Burton-on-Trent, Cannock and Tamworth) Cabinet Member: Victoria Wilson Lead Officers: Catherine Mann</p>	<p>Proposed by Cabinet Member at 12 May 2022 Triangulation Meeting. Programmed for early Autumn at 26 May 2022 Committee meeting. Reprogrammed for additional 19 October 2022 Committee meeting at 15 June 2022 Committee meeting.</p>	
	<p>Highways Transformation Progress and Performance Quarterly Update. Cabinet Member: David Williams Lead Officers: Darryl Evers/James Bailey</p>	<p>Identified at 26 May 2022 Committee meeting. Update for Q2 postponed until later in Q3 at request of Director (email from James Bailey 18 August 2022).</p>	
	<p>Economic Recovery Renewal and Transformation/Economic and Rural Strategies Six-Monthly Progress Update (incorporating former APMG Report – Future Economy and Enterprise – Update)</p>	<p>Requested at 15 July 2020 Triangulation meeting (amended at 23 July 2021 and 13 January 2022 Committee meetings). Further update incorporated into County Economic Strategy report to 23 March 2022 Committee meeting. Postponed at the request of Cabinet Member on 20 June</p>	

Work Programme 2022/2023

Date of Meeting	Item	Details (Background)	Action / Outcome
	<p>Cabinet Member: Philip White Leads Officer: Anthony Hodge</p>	<p>2022 to 19 October 2022 Committee Meeting.</p>	
<p>Page 85</p>	<p>SEND High Needs Capital Funding 2022-24 Cabinet Member: Jonathan Price Lead Officers: Neelam Bhardwaja/Debbie Nash</p>	<p>Requested by email 19 July 2022 (Debbie Nash on behalf of Cabinet Member). Agreed by Chairman 21 July 2022</p>	<p>(a) That the report be received and noted.</p> <p>(b) That the utilisation of funding within Staffordshire’s educational settings to support the delivery of new places and improve existing provision for children and young people with special educational needs and disabilities (SEND), in line with the SEND Strategy, be supported.</p>
<p>Wednesday 19 October 2022 at 2.00 pm</p>	<p>Countryside Review Update including Chasewater Vision Cabinet Member: Victoria Wilson Lead Officers: Darryl Eyers/Sarah Bentley</p>	<p>Requested at 24 February 2022 Committee Meeting. Programmed for early Autumn at 26 May 2022 Committee meeting. Reprogrammed for additional 19 October 2022 Committee meeting at 15 June 2022 Committee meeting.</p>	
	<p>Staffordshire History Centre – Update Cabinet Member: Victoria Wilson Lead Officers: Darryl Eyers/Catherine Mann</p>	<p>Proposed by Cabinet Member at 12 May 2022 Triangulation Meeting. Programmed for early Autumn at 26 May 2022 Committee meeting. Reprogrammed for additional 19 October 2022 Committee meeting at 15 June 2022 Committee meeting.</p>	

Work Programme 2022/2023

Date of Meeting	Item	Details (Background)	Action / Outcome
		Postponed until December 2022 meeting at request of Cabinet Member on 8 September 2022.	
	Libraries & Arts – Update (Burton-on-Trent, Cannock and Tamworth) Cabinet Member: Victoria Wilson Lead Officers: Darryl Eyers/Catherine Mann	Proposed by Cabinet Member at 12 May 2022 Triangulation Meeting. Programmed for early Autumn at 26 May 2022 Committee meeting. Reprogrammed for additional 19 October 2022 Committee meeting at 15 June 2022 Committee meeting.	
Page 86	Chasewater Vision Cabinet Member: Victoria Wilson Lead Officers: Darryl Eyers/Catherine Mann	Proposed by Cabinet Member at 12 May 2022 Triangulation Meeting. Programmed at 15 June 2022 Committee meeting. To be included in Countryside Vision – Update (see above)	
	Economic Recovery Renewal and Transformation/Economic and Rural Strategies Six-Monthly Progress Update (incorporating: (i) former APMG Report – Future Economy and Enterprise – Update and; (ii) National Numeracy Programme Cabinet Member: Philip White Leads Officer: Darryl Eyers/Anthony Hodge	Requested at 15 July 2020 Triangulation meeting (amended at 23 July 2021 and 13 January 2022 Committee meetings). Further update incorporated into County Economic Strategy report to 23 March 2022 Committee meeting. Postponed at the request of Cabinet Member on 20 June 2022 to 19 October 2022 Committee Meeting. Revised content (Economic Strategy only) agreed at Pre-Agenda preview on 27 September 2022.	

Work Programme 2022/2023

Date of Meeting	Item	Details (Background)	Action / Outcome
	<p>Civil Parking Enforcement – Proposed Scrutiny Review Cabinet Member: David Williams Lead Officers: Darryl Eyers/James Bailey</p>	<p>Requested by Cabinet Member on 10 August 2022. Postponed at request of Cabinet Member (email from Darryl Eyers, 4 October 2022).</p>	
<p>Site Visits - Monday 7 November 2022 at 2.20 pm on site</p>	<p>Site Visits to Household Waste Recycling Centres.</p>	<p>Requested at 18 August 2022 Triangulation Meeting.</p>	
<p>Thursday 10 November 2022 at 10.00 am</p>	<p>Household Waste Recycling Centres – New Service Performance against Key Performance Indicators. Report to also include details of five-year investment plan and significant policy changes, at request of Cabinet Member on 7 September 2022. Cabinet Member: Simon Tagg Lead Officers: Darryl Eyers/Clive Thomson</p>	<p>April 2022 update requested at 16 September 2021 Committee meeting. Postponed at request of Cabinet Member until reconfigured service operational (email from Clive Thomson/Carole Smith 8 March 2022).</p>	
	<p>Digital Infrastructure - Update</p>	<p>Proposed by Cabinet Member at 12 May 2022 Triangulation Meeting.</p>	

Work Programme 2022/2023

Date of Meeting	Item	Details (Background)	Action / Outcome
	Cabinet Member: Simon Tagg Lead Officers: Darryl Evers		
	Tree Planting Net Zero by Nature Cabinet Member: Simon Tagg Lead Officers: Darryl Evers/Clive Thomson	Proposed by Cabinet Member at 18 August 2022 Triangulation Meeting. Programmed for 10 November 2022 Committee meeting at 29 September Committee meeting. Postponed until April 2023 (indicative) Committee meeting at request of Cabinet Member (email from Sarah Bentley 18 October 2022) owing to national delays in funding settlement.	
Postponed Thursday 22 Friday 16 December 2022 at 10.00 am (Re-scheduled at request of Chairman)	Staffordshire History Centre – Update Cabinet Member: Victoria Wilson Lead Officers: Darryl Evers/Catherine Mann	Proposed by Cabinet Member at 12 May 2022 Triangulation Meeting. Programmed for early Autumn at 26 May 2022 Committee meeting. Reprogrammed for additional 19 October 2022 Committee meeting at 15 June 2022 Committee meeting. Postponed from 19 October 2022 Committee meeting at request of Cabinet Member on 8 September 2022. Postponed until 3 February 2023 meeting at request of Cabinet Member owing to funding shortfall.	
	Highways Transformation Progress and Performance Quarterly Update.	Identified at 26 May 2022 Committee meeting. Last reported to 7 July 2022 Committee meeting. Update for Q2 postponed until later in Q3 at request	

Work Programme 2022/2023

Date of Meeting	Item	Details (Background)	Action / Outcome
	Cabinet Member: David Williams Lead Officers: Darryl Evers/James Bailey	of Director (email from James Bailey 18 August 2022).	
	Electric Vehicle Charging Infrastructure Strategy Cabinet Member: David Williams Lead Officers: Darryl Evers/Richard Rea	Requested by email on 12 October 2022 (Richard Rea on behalf of Cabinet Member).	
Page 89	Civil Parking Enforcement – Scope of Proposed Scrutiny Review Cabinet Member: David Williams Lead Officers: Darryl Evers/James Bailey	Requested by Cabinet Member on 10 August 2022. Postponed from 19 October 2022 Committee meeting at request of Cabinet Member (email from Darryl Evers 4 October 2022). Target date for Briefing note - February 2023 Committee meeting. Initial scoping item requested by Chairman at 2 November 2022 Triangulation Meeting.	
Friday 3 February 2023 at 10.00 am	Civil Parking Enforcement – Proposed Scrutiny Review Briefing Note Cabinet Member: David Williams Lead Officers: Darryl Evers/James Bailey	Requested by Cabinet Member on 10 August 2022. Postponed from 19 October 2022 Committee meeting at request of Cabinet Member (email from Darryl Evers 4 October 2022). Target date for note - February 2023 Committee meeting.	
	HS2 Six-monthly Update – Impact on Staffordshire	Requested at 26 February 2021 Committee meeting (amended at 23 July 2021 Committee meeting).	

Work Programme 2022/2023

Date of Meeting	Item	Details (Background)	Action / Outcome
	Cabinet Member: Philip White Lead Officer: Darryl Eyers/ Sarah Mallen		
Page 90	Staffordshire History Centre – Update Cabinet Member: Victoria Wilson Lead Officers: Darryl Eyers/Catherine Mann	Proposed by Cabinet Member at 12 May 2022 Triangulation Meeting. Programmed for early Autumn at 26 May 2022 Committee meeting. Reprogrammed for additional 19 October 2022 Committee meeting at 15 June 2022 Committee meeting. Postponed from 19 October 2022 Committee meeting at request of Cabinet Member on 8 September 2022. Re-scheduled at request of Cabinet Member at 2 November 2022 Triangulation meeting owing to funding shortfall.	
	Highways Transformation Progress and Performance Quarterly Update. Cabinet Member: David Williams Lead Officers: Darryl Eyers/James Bailey	Identified at 26 May 2022 Committee meeting. Last reported to 16 December 2022 Committee meeting. Scheduled at request of Chairman at 2 November 2022 Triangulation Meeting	
Thursday 27 April 2023 at 10.00 am	Staffordshire Community Learning Service’s annual self-assessment report for 21/22	Requested by email 28 September 2021 (Amanda Darlington on behalf of Cabinet Member).	

Work Programme 2022/2023

Date of Meeting	Item	Details (Background)	Action / Outcome
	Cabinet Member: Philip White Lead Officers: Darryl Evers		
Page 91	Tree Planting Net Zero by Nature Cabinet Member: Simon Tagg Lead Officers: Darryl Evers/Clive Thomson	Proposed by Cabinet Member at 18 August 2022 Triangulation Meeting. Programmed for 10 November 2022 Committee meeting at 29 September Committee meeting. Postponed until April 2023 (indicative) Committee meeting at request of Cabinet Member (email from Sarah Bentley 18 October 2022) owing to national delays in funding settlement.	
	Local Flood Risk Management Strategy – Update Cabinet Member: Simon Tagg Lead Officers: Darryl Evers/Jamie Cooper	Requested by Chairman at 2 November 2022 Triangulation Meeting.	

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.	To be advised.

Items for Consideration – Work Programme 2022/2023		
Suggested Item	Details (Background)	Proposed Date of Meeting
Live Labs Cabinet Member: Julia Jessel/Jonathan Price/David Williams Lead Officers: Clive Thomson/Louise Clayton/Nick Dawson	Carried forward from 2020/21 and 2021/22 Work Programmes.	To be advised
Safer Roads Partnership Update Cabinet Member: David Williams Lead Officers: Darryl Evers	Requested at 16 September 2021 Committee meeting.	To be advised
Bus Transport for Young People Cabinet Member: David Williams Lead Officers: Darryl Evers/Clive Thomson	Requested at 29 November 2021 Triangulation Meeting. Further identified at 26 May 2022 Committee meeting.	To be advised
OFSTED 2022 Inspection No. 2 Progress Plan – Education for All Pupils including Specialist Provision. Cabinet Member: Jonathan Price Lead Officers: Neelam Baghwaja	Identified at 26 May 2022 Committee Meeting.	To be advised.
Local Transport Plan Refresh. Cabinet Member: David Williams Lead Officer: Darryl Evers/Clive Thomson	Identified at 26 May 2022 Committee Meeting.	To be advised.
Digital Infrastructure Plan Progress Update. Cabinet Member: Simon Tagg Lead Officers: Darryl Evers/Anthony Baines	Identified at 26 May 2022 Committee Meeting.	To be advised.
Tourism and Visitor Economy: Cabinet Member: Phillip White Lead Officers: Darryl Evers	Identified at 26 May 2022 Committee meeting.	To be advised.

Items for Consideration – Work Programme 2022/2023

Suggested Item	Details (Background)	Proposed Date of Meeting
School Age Education – Development Post Pandemic Cabinet Member: Jonathan Price Lead Officers: Neelam Bhardwaja/Tim Moss	Identified at 15 June 2022 Committee meeting	To be advised.
Tree Planting Net Zero by Nature Cabinet Member: Simon Tagg Lead Officers: Darryl Eyers/Sarah Bentley	Identified at 18 August 2022 Triangulation Meeting.	Programmed for 10 November 2022 Committee meeting at 29 September Committee meeting. Postponed at request of Cabinet Member (email from Sarah Bentley, 6 October 2022)

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

Standing Items 2022/2023

Item	Details (Background)	Action / Outcome
HS2 Six-monthly Update – Impact on Staffordshire Cabinet Member: Philip White Lead Officer: Darryl Eyers/ Sarah Mallen	Requested at 26 February 2021 Committee meeting (amended at 23 July 2021 Committee Meeting). Next update due January 2023.	
Economic Recovery Renewal and Transformation Six-Monthly Progress Update (incorporating former APMG Report – Future Economy and Enterprise – Update) Cabinet Member: Philip White Leads Officer: Darryl Eyers/ Anthony Hodge	Requested at 15 July 2020 Triangulation meeting (amended at 23 July 2021 and 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.	
Highways Transformation Progress and Performance Quarterly Update. Cabinet Member: David Williams	Identified at 26 May 2022 Committee meeting. Next Update due September 2022 (Update for Q2 postponed until	

Standing Items 2022/2023

Item	Details (Background)	Action / Outcome
Lead Officers: Darryl Evers/ James Bailey	later in Q3 at request of Director (email from James Bailey 18 August 2022).	

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

Briefing Notes / Updates / Visits 2022/2023

Date	Item	Details (Background)	Action / Outcome

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.
Cancelled	'Bus Back Better' – Enhanced Partnership for Staffordshire Cabinet Member: David Williams Lead Officers: Darryl Evers/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. Further delay in announcing Settlement received (email from Louise Clayton 8 March 2022). Notified of unsuccessful BSIP Bid by email 12	

Working Groups / Inquiry Days 2022/2023

Date	Item	Details (Background)	Action / Outcome
		April 2022 (Louise Clayton on behalf of Cabinet Member). Cabinet Member evaluating consequences for Staffordshire.	
	Civil Parking Enforcement	Requested by Cabinet Member on 10 August 2022.	

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

Membership – County Councillors 2022-2023	Calendar of Committee Meetings - 2022-2023 (All meetings to be held at County Buildings, Stafford unless otherwise stated)
Page 95 Gina Clements (Chairman) Ross Ward (Vice-Chairman – Scrutiny) Peter Kruskonjic (Vice-Chairman – Overview) Philippa Hadden Philip Hudson Syed Hussain Graham Hutton 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
	Wednesday 19 October 2022 at 2.00 pm (additional meeting)
	Thursday 10 November 2022 at 10.00 am
	Friday 16 December 2022 at 10.00 am
	Friday 3 February 2023 at 10.00 am
	Thursday 27 April 2023 at 10.00 am

