

Prosperous Overview and Scrutiny Committee

Thursday 6 July 2023

10:00

Oak Room, County Buildings, Stafford

The meeting will be webcast live and archived for 12 months. It can be viewed at the following link: <https://staffordshire.public-i.tv/core/portal/home>

John Tradewell
Deputy Chief Executive and Director for Corporate Services
28 June 2023

Agenda

1. **Apologies**
2. **Declarations of Interest**
3. **Minutes of meeting held on 7 June 2023** (Pages 1 - 8)
4. **SEND Accelerated Progress Plan: Strategy for Special Provision** (Pages 9 - 46)
5. **Future Highway Delivery Model – Functional Plans** (Pages 47 - 108)
Report of Cabinet Member for Highways and Transport
6. **Staffordshire Bus Strategy** (Pages 109 - 120)
Report of Cabinet Member for Highways and Transport
7. **Work Programme** (Pages 121 - 132)
8. **Date of Next Meeting**
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	
Charlotte Atkins	Peter Kruskonjic (Vice-Chair (Overview))
Tina Clements (Chair)	Rev. Preb. M. Metcalf
Hannah Gallimore	David Smith
Philippa Haden	Samantha Thompson
Philip Hudson	Ross Ward (Vice-Chair (Scrutiny))
Graham Hutton	Bernard Williams

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**Minutes of the Prosperous Overview and Scrutiny Committee Meeting
held on 7 June 2023**

Present: Tina Clements (Chair)

Attendance	
Philippa Haden	David Smith
Philip Hudson	Samantha Thompson
Graham Hutton	Ross Ward (Vice-Chair (Scrutiny))
Peter Kruskonjic (Vice- Chair (Overview))	Bernard Williams
Rev. Preb. M. Metcalf	

Also in attendance: Darryl Eyers, Anthony Hodge, Jonathan Lindop and Philip White

Apologies: Charlotte Atkins and Simon Tagg

Part One

1. Declarations of Interest

There were no Declarations of Interest made.

2. Minutes of meeting held on 27 April 2023

RESOLVED - That the minutes of the meeting held on 27 April 2023 be confirmed and signed by the Chairman.

3. Highways Transformation Progress and Performance Quarterly update

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

NOTE BY CLERK: In the absence of the Cabinet Member, the Director for Economy, Infrastructure and Skills presented the report and took questions from Members.

During the presentation and report the Director highlighted:- (i) the Future Highways Delivery Model (including Infrastructure Plus – Strategic Partnership); (ii) Transforming Our Offer (ie the measures to be taken improve the current configuration of service); (iii) Capital Investment 2023/24 and 2024/25 and; (iv) Investment (Revenue)

2023/24 and 2024/25.

In the full and wide-ranging discussion which ensued Members gave detailed scrutiny to the progress made in the Programme to date, asking questions, seeking clarification and raising areas of concern as necessary, including:- (i) progress towards development of Geographic Information System for Highways Assets in the County; (ii) staff perceptions of the Highways Transformation journey; (iii) details of the future Preventative Maintenance Programme including joint working with landowners in respect of flooding on the Highway; (iv) barriers which had prevented Divisional Highway Programme Budgets from being fully utilised; (v) weed control; (vi) workforce planning; (vii) performance of the County Council's current strategic contractor; (viii) management responsibilities in the reconfigured service and how these might be changed to improve customer focus; (ix) future joint working with statutory undertakers to improve the quality of highway re-instatements and; (x) the importance of effective communication with 'Local' Members and the public.

In response to requests, the Director undertook to liaise with the Members concerned regarding:- (i) potential carry-over of Divisional Highway Programme capital budgets and; (ii) weed control in Cannock Villages County Electoral Division.

In conclusion, the Committee agreed that satisfactory progress had been made in the Highways Transformation Programme to date but urged the Cabinet Member to have regard to their comments and concerns particularly in respect of performance management of the Authority's existing strategic partner. They welcomed news of the additional significant investment which had been secured for the Highways network over the next two years and the opportunity to participate in functional level commissioning for 24 individual service areas.

RESOLVED – (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.

(d) That Highways Functional Service Level Commissioning be added to their Work Programme for the meeting on 6 July 2023.

4. Staffordshire County Council's 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 2023-2030 (schedule 2 to the signed minutes).

The Primary focus of the Strategy was:- (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 for 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.

Since scrutiny given at their meeting in October 2022, the final version of the document had been published on the County Council's website.

The Cabinet Member then 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. In addition, he updated them on the activity undertaken since October 2022 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) Continued investment in high quality premises to support businesses to start, grow and remain in Staffordshire; (iii) 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) Development of a new Employment and Skills Strategy for

Staffordshire; (ii) Continued support given to the County's skills providers to further develop their facilities through the promotion of 20 capital projects; (iii) Commissioning of a study to capture the current landscape of education and skills, programmes and training courses that promoted enterprise with a view to identifying any gaps; (iv) 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 13,500 students; (v) delivery of education and support by the Community Learning Service specifically aimed at improving skills and helping people into work; (vi) 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) Continuation of the Staffordshire Start up Mentoring Programme which had so far supported 548 people, 253 of which had decided to start their own business; (ii) promotion of Staffordshire's Get Started and Grow initiative which had so far supported in excess of 160 business owners with professional services such as Accountancy and Marketing; (iii) Launch of a series of peer to peer Networks specifically for new Businesses who wanted to grow and develop and; (iv) promotion of the My Own Boss scheme aimed at entrepreneurs who were struggling to launch new businesses by providing a bespoke coaching service.

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 in excess of 11,000 additional jobs and 4,500 homes to be created since 2014 by eg the promotion of the Chatterley Valley West Development etc.).

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) Appointment of consultants (Deloitte) to liaise with large scale employers along the route to understand their views of what will be required to support continued growth, increased levels of innovation and greater productivity; (ii) Development of an investment proposition that will enable the County Council and various stakeholders fully realise the opportunities which existed across the corridor.

In the full and wide-ranging discussion which ensued Members gave detailed scrutiny to the progress made in realising the Strategy to date, asking questions, seeking clarification and raising areas of concern as necessary, including:- (i) the valuable work being done by local universities to innovate new technologies and the potential future benefits for Staffordshire’s economy; (ii) Communication links needed to support the development of the West Midlands Rail Freight Interchange; (iii) work to promote the use of hydrogen powered vehicles pioneered in the County and the potential future benefits to the Staffordshire Economy and; (iv) additional opportunities which existed for the promotion of the above-mentioned initiatives in Staffordshire schools.

In conclusion, the Committee welcomed the significant progress which had been made in the delivery of the County Council’s Economic Strategy and re-affirmed their support for the various Priorities contained therein. However, they remained mindful of the 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.

In response to requests, the Cabinet Member undertook to:- (i) provide Members with an update on the development of the West Midlands Rail Freight Interchange (including indicative timing for its completion) and; (ii) investigate the opportunities for the promotion of Multiply and other similar initiatives through Staffordshire Schools.

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

(b) That the good progress made towards delivery of the County Council’s Economic Strategy 2023-2030, 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.

(d) That the Deputy Leader and Cabinet Member for Economy and Skills arrange for Members to receive an update on the development of the West Midlands Rail Freight Interchange.

(e) That the Deputy Leader investigate the potential of promoting some of the initiatives available in support of the Economic Strategy, as set out in the report, through Staffordshire Schools.

5. Digital Infrastructure in Staffordshire Update

The Committee considered a report and PowerPoint presentation of the Cabinet Member for Environment Infrastructure and Climate Change updating them on the roll-out of digital infrastructure in Staffordshire (schedule 3 to the signed minutes).

NOTE BY CLERK: In the absence of the Cabinet Member for Environment, Infrastructure and Climate Change, the Deputy Leader and Cabinet Member for Economy and Skills presented the report and took questions from Members.

During his presentation of the report the Cabinet Member highlighted:- (i) the national context; (ii) progress which had been achieved in Staffordshire since their last update in November 2022 with regard to Project Gigabit, the national Gigabit Voucher Scheme, local voucher schemes, Gigafast Staffordshire website and work of the County Council's Digital Infrastructure Team and; (iii) news regarding withdrawal of existing analogue lines by 2025.

In the full and wide-ranging discussion which ensued, Members gave detailed scrutiny to the efforts made by the Authority to ensure broadband connectivity across the County since their last update, asking questions, seeking clarification and raising areas of concern as necessary including:- (i) the importance of and progress achieved in connecting vulnerable residents to the digital infrastructure network; (ii) the continued difficulties experienced by some households in accessing full fibre networks despite their proximity to service boxes; (iii) the need to improve residents' digital skills so that they were able to take full advantage of upgraded services when they become available; (iv) the criteria for accessing the Gigabit Voucher Scheme and; (v) how the County Council disseminated information on the various digital initiatives available to the public in Staffordshire.

In response to a request by the Committee, the Cabinet Member undertook to circulate further information regarding the Gigabit Voucher

Scheme and availability of Digital courses, to Members, for information.

In conclusion, the Committee were encouraged by the progress which had been made towards achieving the targets set out in the Digital Infrastructure Strategic Framework to date whilst stressing the importance of achieving fast and reliable digital connectivity across all Staffordshire, as soon as possible.

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

(b) That the County Council's approach to deploying the Digital Infrastructure Strategic Framework continue to be supported.

(c) That a further update be brought to the Committee in six-months time.

6. Work Programme Planning

(a) 2023/24 Work Programme

RESOLVED – That, subject to the inclusion of "Strategy for Special Provision", in the list of items to be considered at their meeting on 7 July 2023, the updated Work Programme be approved.

(b) Proposed Scrutiny Review – Civil Parking Enforcement

The Committee considered a report of the Scrutiny and Support Manager regarding the outcome of an Inquiry Day on Civil Parking Enforcement (CPE) held on 17 April 2023 with the aim of:- (i) understanding how the current CPE arrangements in Staffordshire were working; (ii) learning of key performance data for the existing CPE service and; (iii) informing the scope of work by a proposed Civil Parking Enforcement Working Group.

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

(b) That a Civil Parking Enforcement Working Group be established to pursue the various key lines of inquiry identified at the Inquiry Day held on 17 April 2023, as set out in the report.

(c) That, the above-mentioned Working Group be constituted with non-Executive Members from as wider geographical area within Staffordshire as possible.

(d) That the Scrutiny and Support officer seek expressions of interest from Committee Members as to their participation in the above-

mentioned Working Group with view to holding their first meeting as soon as practicable.

(e) That the final size and composition of the above-mentioned Working Group be decided by the Lead Member (Vice-Chairman (Overview)), in consultation with the Chairman.

7. Date of Next Meeting - Thursday 6 July 2023 at 10.00 am, County Buildings, Stafford

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

Chair

Prosperous Overview and Scrutiny Committee - Thursday 06 July 2023

Special Educational Needs and Disabilities (SEND) Accelerated Progress Plan: Strategy for Special Provision

I recommend that the Committee:

- a. Continue to endorse the actions set out in the Accelerated Progress Plan.
- b. Endorses the proposed Strategy for Special Provision and Enhanced Assess-Plan-Do- Review Pathway.

Local Member Interest:

N/A

Report of Cabinet Member for Education (and SEND)

Summary

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

1. Explore and endorse the actions set out in the SEND Accelerated Progress Plan (SEND APP).

Report

Background

2. The Staffordshire Local Area SEND revisit inspection took place between 18 and 20 January 2022.
3. The purpose of the re-visit inspection was to determine whether the local area had made sufficient progress in addressing the areas of significant weakness detailed in the Written Statement of Action (WSOA).
4. 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. Two remaining areas, Quality of Education Health and Care Plans (EHCP) and the quality of coproduction were deemed to require accelerated progress. The Local

Authority were required to submit an Accelerated Progress Plan (APP) to address these two remaining areas.

SEND Accelerated Progress Plan (APP)

5. On 20 April 2023, The Department for Education (DfE) and NHS England revisited Staffordshire for the 12 month progress review of the SEND Accelerated Progress Plan. On 9 May 2023, Jason Henderson Regional Lead, West Midlands Vulnerable Childrens Unit, DfE concluded that;

"The local area's collective determination to making sustainable improvements to SEND services and to the lives of children and young people continues to be clear. Evidence was also available to demonstrate that progress is being made to improve coproduction, the Education Health and Care (EHC) needs assessment pathway and special provision." (p.1)

6. The Strategy for Special Provision is one of the three key workstreams in the Accelerated Progress Plan. It sets out an ambitious and purposeful plan to address the special educational needs of children and young people with the most complex additional needs whilst holding to the aspiration that education in local mainstream schools is the right place to support most children. In order to achieve this aspiration, there is a recognition that whilst capacity in special schools needs to grow and readjust, it is our mainstream schools that require a significant an innovative strategy to support them to meet the needs of children and young people.

Overview of the Strategy for Special Provision

7. Our Vision is "all children and young people with SEND are given the opportunity to achieve everything that they can. They engage with the right support at the right time from their parents/carers, the community and the professionals that work with them to make this happen."
8. In 2018/19, only 16,300 pupils required SEN Support or an EHCP. As of 2023, 16% of children (21,000) in Staffordshire schools currently require SEN Support or have an Education, Health and Care Plan (EHCP). The overall SEND population has therefore increased by almost 30% over the past five years. In total, Staffordshire currently maintains 6,977 EHCPs for children and young people aged between 0-25, and almost half (3,200) currently attend a special school.
9. When it comes to supporting children and young people with special educational needs or disabilities to learn and achieve, there are many

examples of excellent practice across the county, and we have and continue to learn from and build on these.

10. Not all children and young people who have a special educational need or disability require an EHCP or need to attend a special school. The level and type of support a child or young person needs to reach their full potential can vary hugely and many can be well supported in their local mainstream schools.
11. We currently see fewer children and young people with an EHCP attend mainstream schools in Staffordshire than elsewhere in the country, (currently 30% in Staffordshire and 40.5% nationally). Children and young people with special educational needs and disabilities also do not achieve as well as other children in Staffordshire and parents and schools tell us they are frustrated with the lack of consistency of support across the county.
12. This has made us question what we can do with the resources we've got to improve the way children and young people with SEND are supported to learn and achieve in their local schools, and to have friends and live and grow in their home communities.
13. Achieving this aspiration is highly complex; children and young people have a wide range of different needs, the county is big and different areas face different challenges, the way schools and education works is changing and there are continuing financial pressures for all public sector partners.
14. That is why Staffordshire County Council has been working with our partners over the last 12 months to develop a Strategy for Special Provision that ensures equality of access to education which meets the individual needs of our children and young people in their local community to give them the best start in life and a chance to achieve their potential.
15. If we do nothing:
 - a. We will continue to have a limited binary choice between mainstream and special schools.
 - b. Children and young people will continue to be educated outside of their local communities.
 - c. Children and young people will continue to travel significant distances for education.

- d. We will continue to experience challenges in planning for placement decisions.
 - e. We will continue to encounter delays in placing children and young people.
 - f. Spending on independent provision will increase, which will have a detrimental impact on the High Needs Block (HNB).
16. The Strategy for Special Provision has been informed by the conclusions drawn from a detailed gap analysis of current need and existing provision and the views and ideas of representatives from Health, Social Care, educational settings including Pupil Referral Units, The Virtual School, and parents and carers.
17. The Strategy sets out the methodology by which Staffordshire County Council will ensure that all children and young people can access education which meets their individual needs in their local community to give them the best start in life and a chance to achieve their potential.
18. The Strategy comprises two major components:
- a. The creation of additional provision in Staffordshire special schools based on a detailed analysis of need.
 - b. A pre-statutory Staffordshire Enhanced District Inclusion Support Model (SEDIS) accessed via an Enhanced Assess-Plan-Do Review Pathway to provide mainstream educational settings with the resources and support to deliver the graduated response.

Component i: Creation of Additional Provision in Staffordshire Special Schools

19. As part of the Accelerated Progress Plan, Local Authority Officers conducted a Detailed Gap Analysis (DGA) of SEND in relation to special school provision. The DGA suggested key areas of unmet need were specifically found in relation to social emotional mental health needs (SEMH) and Autism. More specifically, the DGA highlighted the paucity of provision for females who experienced needs in both the aforementioned areas of SEND.
20. In order to address these gaps in provision, Local Authority Officers have worked closely with Staffordshire's special schools in order to explore where and how they might be supported to develop additional capacity and provision.

21. This work has resulted in 16 proposals from Staffordshire's special schools that are being considered in light of the DGA. It is proposed that those proposals which meet the demands of the DGA and are viable from a physical building's perspective are developed and progressed as individual projects.
22. Funding for these projects will be secured from existing capital funds that is specifically set aside for developments in our special schools. It is not expected that any additional capital funding will be required in this matter.

Component ii: Staffordshire Enhanced District Inclusion Support Model (SEDIS) and Enhanced Assess-Plan-Do-Review Pathway

23. The proposed Staffordshire Enhanced District Inclusion Support Model will build upon the current Staffordshire graduated response for special educational needs. It will also further develop the existing district model and locality working. This will ensure children and young people of Staffordshire can access high quality provision which meets their individual needs, when they need it, in their local mainstream educational setting without the need for a formal diagnosis or Educational Health and Care Plan.
24. At the heart of the SEDIS Model are five core principals.
 - a. Supporting inclusion in local mainstream schools
 - b. Earlier evidence based intervention
 - c. Removing barriers to accessing support
 - d. Equity of access to support across the county
 - e. Building restorative and relational educational settings
25. The aim of the proposed SEDIS Model is to:
 - a. Ensure timely, equitable and sustainable placements, which meet the individual needs of our children and young people
 - b. Enable children and young people to be educated in their local community, to give them the best start in life and a chance to achieve their potential
 - c. Prevent school exclusions and reduce the need for in year changes of placement

- d. Reduce the time our children and young people spend travelling to and from their educational setting
 - e. Improve outcomes for children and young people
 - f. Support, enhance and develop capacity to meet SEND in our mainstream settings
 - g. Support our special schools to utilise their places efficiently and effectively and enable them to plan proactively for transition
 - h. Enable the Local Authority and educational settings to manage continued pressure around funding.
26. The model proposes a district-based Enhanced Outreach and Enhanced In-Reach offer for mainstream educational settings based upon the presenting needs of the child/young person. Provision will be 'time limited' and will seek to address unmet SEND needs using an 'ecosystemic' approach drawing on expertise from across Health, Social Care and Education.
27. The provision is designed to be predominantly an Enhanced Outreach approach however, it is recognised some children and young people may require an 'Enhanced In-Reach' placement. Where this is the case, there is expectation that the referring mainstream setting will have engaged with the support offered from the SEDIS Outreach provision. The child or young person will remain dual registered with their home school who will retain responsibility for their academic progress and safeguarding.

Outreach Provision

28. Outreach entails the educational setting that is seeking support receiving additional and enhanced specialist support to develop their capacity to meet the needs of children and young people. This additional provision is provided in the child or young person's school. Outreach is also designed to develop the capacity of the educational setting that is seeking support to meet the needs of all children in their setting in the future.

In-reach Provision

29. In some circumstances, despite high quality Enhanced Outreach support, the child or young person may require specific support that is away from their educational setting. Where this is the case, they may require an Enhanced In-Reach placement with the SEDIS provider. If this level of provision is required, there is expectation that the child or young person's

educational setting will have engaged with the support offered from the SEDIS Outreach provision. SEDIS will be delivered on an individual basis or in small groups and in all circumstances, the child or young person will remain on the roll of their educational setting.

30. Following an 'Enhanced In-Reach' placement there is an expectation that the child or young person returns to their home school after the intervention has taken place. All 'Enhanced In-Reach' placements will be followed by a period of Enhanced Outreach support using a 'laddered' approach to reintegration by the SEDIS staff.
31. SEDIS provision is first and foremost a model of proactive early intervention for children and young people as well as a way of developing sustainable capacity in mainstream educational settings. SEDIS is not a process of 'last resort' prior to exclusion, placement breakdown or a primary method for creating evidence for a referral for an Education Health Care Needs Assessment.
32. SEDIS is for all children and young people (0-25) and is needs based rather than diagnosis led.
33. It is proposed that mainstream educational settings will request SEDIS via the District SEND and Inclusion Hubs where they are experiencing challenges in meeting the SEND needs of a child or young person.
34. The proposal is to implement SEDIS teams in each of the eight districts, although some larger districts may require additional teams. The Local Authority proposes to seek expressions of interest from educational settings to develop SEDIS teams across the 8. In some larger districts, additional teams may also be required.
35. It is hoped that proposals will be forthcoming from groups of educational settings that represent all key stages of education. Expressions of interest will be especially welcomed from groups of mainstream educational settings in collaboration with special schools and Pupil Referral Units.
36. SEDIS teams will be comprised of professionals from educational settings, Local Authority Officers (e.g., Educational Psychologists, Specialist Teachers), colleagues from Pupil Referral Units, Health and Social Care. Teams will require a base of operations with capacity to make provision for In Reach.

Funding the SEDIS Model

37. The Local Authority proposes to fund and support the development of the SEDIS Teams through the District SEND and Inclusion Hubs. Existing capital resources are available for projects to develop building spaces to provide bases for SEDIS teams and In-Reach provision.
38. Funding arrangements for schools seeking support from their local SEDIS team will be provided through existing resources that are held by the District Model. Funding will only be provided for children and young people who the District SEND and Inclusion Hubs and Local Management Groups have determined meet the criteria to enter the new Enhanced Assess Plan Do Review Pathway (EAPDR). Where this criteria is met, it is proposed that any provision that is required will be part and equally funded by the LMG and setting itself.
39. SEDIS Teams will have the capacity to meet the need of a broad range of children's needs. However, a specific model of service delivery has been set out in the Strategy in recognition of the importance of speech, language and communication needs (SLCN). An ambitious strategy to roll out a universal SLCN is set out in the strategy. This will be delivered in partnership with Health professionals. Further proposals are set out that include the development of four SLCN centres in recognition of the importance of this need for all children and young people.

Formal Consultation

40. Staffordshire County Council is inviting educational settings, Health and Social Care professionals, parent/carers and children and young people to share their views on the proposed Staffordshire Enhanced District Inclusion Support Model (SEDIS). The consultation will be over a seven-week period, opening on the **17 May 2023** and closing on the **5 July 2023**. We will consult through an electronic survey and consultation meetings with parents, carers, and professionals. The consultation meeting with professionals took place virtually on **Wednesday 14 June** at **4.00pm**. The consultation meetings with parents and carers will take place on **Wednesday 28 June** and there will be two sessions, **12.00pm** and **6.00pm**. These sessions will be face-to-face.
41. In accordance with the SEND Accelerated Progress Plan, 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: Twelve month progress review against the Accelerated Progress Plan (APP) Department for Education. 9 May 2023

Appendix 2: Proposed SEDIS Model Consultation V1.0

Appendix 3: Strategy for Special Provision Timeline

Appendix 4: SEDIS FAQs

Contact Details

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Neelam Bhardwaja, Director for Children and Families, Staffordshire County Council
Chris Bird, Chief Transformation Officer, Staffordshire, and Stoke on Trent ICB

9 May 2023

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

Dear Neelam and Chris,

Thank you for meeting with DfE SEND and NHS England officials on 20 April 2023, 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) who confirmed that they felt co-production was evident through, for example, its inclusion at an early stage in the production of the Specialist Provision Strategy and gap analysis to develop enhanced provision. We are also grateful to your schools' representatives for their insight, and it is reassuring to learn that they also feel that they are being consulted and part of the process.

The evidence provided, alongside feedback from partners, demonstrated the range of actions in place to accelerate improvement. The APP priorities are embedded in work that has a wider remit also taking in specialist sufficiency, transport, and workforce developments.

The local area's collective determination to making sustainable improvements to SEND services and to the lives of children and young people continues to be clear. Evidence was also available to demonstrate that progress is being made to improve co-production, the Education Health and Care (EHC) needs assessment pathway and special provision. This was demonstrated through:

- The feedback given from partners confirming improved relationships and co-production.
- The focus given to the understanding and use of data.
- The ongoing increase in workforce capacity through the addition of Educational Psychologists and Case Workers.
- The established leadership, governance, and programme oversight, which enables the area to understand itself and to monitor and evaluate its ambitious improvement programme.

We agreed that the next steps to evidence continued improvements were that:

- Schools and the PCF can feedback that improvements are becoming consistent and being felt by the wider community.
- Parents and carers are feeling the impact of changes in their lived experiences.
- Inconsistencies in the quality of the district hubs are rectified.
- Communications to inform the wider community of the work being undertaken and improvements being made are improved.
- The new EHC needs assessment pathway is resulting in positive change in parental confidence and the quality of EHC plans where these are issued.

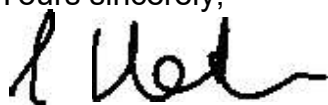
The overall progress made to date is reassuring. At your next review meeting, I would also like to see:

- Evidence of the impact of additional workforce capacity being felt by parents and carers.
- Progress of the 16 proposals, co-produced with special schools and parents, to address current gaps in specialist provision.
- Continued improvement in relationships between the LA, schools, and the PCF.
- Progress in the work being undertaken surrounding the implementation of digital solutions between Capita and the Hub.

Your next six-month review meeting should take place in October 2023. In the meantime, SEND and NHS England Advisers, Pat Tate and Debbie Ward, and Deanne Michie as your DfE Case Lead, will continue to provide you with support and challenge. If you have any questions or need any further support, please contact either party in the first instance.

We are copying this letter to Alan White, Leader of the Council, I am also copying this letter to Andre Imich (DfE Lead Professional Adviser), Pat Tate (DfE Adviser), Lorraine Mulrone (National Specialist Advisor-SEND, NHS England), Deborah Ward (NHS England Adviser), Nicole Wesley (Children, Young People and SEND Manager NHS England) and Deanne Michie (DfE Case Lead).

Yours sincerely,



Jason Henderson

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

Strategy for Special Provision

Proposed Staffordshire Enhanced District Inclusion Support (SEDIS) Model v1.0

Author Dr Halit Hulusi, Head of SEND

Date Monday 15 May 2023

Introduction

Staffordshire County Council has been working with our partners over the last 12 months to develop a Strategy for Special Provision that ensures equality of access to education which meets the individual needs of our children and young people in their local community to give them the best start in life and a chance to achieve their potential.

The Strategy for Special Provision has been informed by the conclusions drawn from a detailed gap analysis of current need and existing provision and the views and ideas of representatives from Health, Social Care, educational settings including Pupil Referral Units, The Virtual School, and parents and carers.

The Strategy comprises two major components:

- A pre-statutory Staffordshire Enhanced District Inclusion Support Model (SEDIS) to provide mainstream educational settings with the resources and support to deliver the graduated response.
- The creation of additional provision in Staffordshire Special Schools based on a detailed analysis of need.

This document sets out the proposed SEDIS Model.

Overarching Principles

Our aspiration in Staffordshire is to ensure all children and young people are educated in their local community with the right support at the right time. The proposed SEDIS Model will build upon the current graduated response for special educational needs (SEND) and further develop existing district locality working. The Model seeks to continue to remove barriers to inclusion in mainstream educational settings by building capacity and confidence as well as enabling settings to share best evidence-based practice and support each other.

In order to ensure all children and young people achieve their full potential, SEDIS will support educational settings to remove barriers to learning and support the development of inclusive and relational learning environments.

Staffordshire Graduated Response

Special Educational Needs (SEN) support in Staffordshire already has a clear cycle of assessment, planning and putting in place appropriate support, and reviewing a child or young person's progress. This is known as 'Assess, Plan, Do, Review'. [The Graduated Response - SEN Support in Settings | Staffordshire Connects.](#)

Staffordshire has a clearly defined Graduated Response model of support which guides educational settings to meet the needs of children and young people who may present with SEND. A key part of this approach was the formation of District SEND and Inclusion Hubs [SEND & Inclusion Hubs - support for school staff | Staffordshire Connects](#)

The work of the District SEND and Inclusion Hubs is built upon and guided by the following core principles:

- Promoting and embedding early intervention.
- Focusing on outcomes for the child and family.
- Offering peer support and constructive challenge in an environment which enables people to be open and honest.
- Empowering educational settings to be more able to meet SEND and Inclusion needs.
- Promoting multi-agency working and co-production with partners, including Health & Social Care.

The proposed SEDIS Model will build on this to ensure children and young people of Staffordshire can access high quality provision which meets their individual needs, when they need it, in their local mainstream educational setting, without the need for a formal diagnosis or Educational Health and Care Plan (EHCP). A fundamental principle of the proposed model is the mainstream educational setting will be supported to develop their capacity to ensure that where possible, children and young people are educated within their local community.



SEDIS Model

Principles of the Model

The model proposes a district-based Enhanced Outreach and Enhanced In-Reach offer for mainstream educational settings based upon the presenting needs of the child/young person. This model of support seeks to address unmet SEND needs using an ‘eco-systemic’ approach drawing on expertise from across Health, Social Care and Education.

The SEDIS Model will sit alongside and work in partnership with the new Family Hubs to ensure that support builds capacity and empowers the two main systems in the child or young person’s life, the family and the educational setting.

The Model: Enhanced Outreach and In-Reach Provision

SEDIS provision is first and foremost a model of proactive early support for children and young people as well as a way of developing sustainable capacity in mainstream educational settings. SEDIS is not a process of 'last resort' prior to exclusion, placement breakdown or a primary method for creating evidence for a request for an Education Health Care Needs Assessment.

Utilised proactively, it is envisaged SEDIS provision will help to build capacity and confidence within Staffordshire's mainstream educational settings alongside supporting a more personalised and tailored approach to addressing a child or young person's additional needs. The model recognises and champions an emphasis on early support for children and young people who are care experienced.

The model is designed to be predominantly an Enhanced Outreach approach. Outreach entails the educational setting that is seeking support receiving additional and enhanced specialist support to develop their capacity to meet the needs of children and young people. Outreach is also designed to develop the capacity of the educational setting that is seeking support to meet the needs of all children in their setting in the future.

In some circumstances, despite high quality Enhanced Outreach support, the child or young person may require specific support that is away from their educational setting. Where this is the case, they may require an Enhanced In-Reach placement. If this level of provision is required, there is expectation that the child or young person's educational setting will have engaged with the support offered from the SEDIS Outreach provision. SEDIS will be delivered on an individual basis or in small groups and in all circumstances, the child or young person will remain on the roll of their educational setting.



SEDIS Criteria:

It is proposed that mainstream educational settings will request SEDIS via the District SEND and Inclusion Hubs where they are experiencing challenges in meeting the SEND needs of a child or young person.

SEDIS is for all children and young people aged 0-25. Support is needs based rather than diagnosis led. A request for SEDIS may be made to seek support for a range of reasons, including the following:

- Addressing challenges with cognition/learning, social emotional, social communication, speech and language and social interaction needs that present a barrier to learning and the development and maintenance of relationships (see page 8 for Speech and Language needs provision).
- Understanding and addressing sensory issues that may be impacting on the child or young persons' engagement with and access to the curriculum.
- Children and young people who may experience challenges with mental wellbeing i.e., anxiety, panic attacks, depression.
- Supporting educational setting engagement and challenges with school attendance.
- Support to understand and meet unidentified SEND.
- Preventing placement breakdown and school exclusion.

Process for Accessing SEDIS

The proposed SEDIS Model builds on existing support structures in the District SEND and Inclusion Hubs. Educational settings will continue to discuss children and young people requiring additional support and who may be at risk of exclusion at the Hubs. These Hubs will act as a multi-agency triage platform and where a child or young person may require enhanced support, they will submit a request for SEDIS to their Locality Management Group (LMG).

Where a request for SEDIS is accepted by the LMG, the initial offer will be for Enhanced Outreach support for the child or young person's educational setting. If following Enhanced Outreach support, it is deemed the child or young person would further benefit from a more intensive Enhanced In-Reach placement for a time limited period, the SEND & Inclusion Hub will refer a request to their LMG.

Settings will be required to engage with the Enhanced Outreach provision offer first as a pre-requisite to any request for Enhanced In-Reach provision.

Introduction Process

The SEDIS model recognises that the development of functional literacy and numeracy skills are key variables in access to the curriculum and inclusion. Therefore, all children and young people accessing additional support from SEDIS, whatever their primary presenting needs, will be screened for underlying literacy and numeracy difficulties.

A structured introduction process for both Enhanced In-Reach and Enhanced Outreach provision will incorporate all parties involved in supporting the child or young person (i.e., the child or young person's educational setting, parents/carers, provision staff and other professionals involved). This is important to ensure a smooth and informed transition.

This introduction will usually include:

- Meetings with parents/carers and child or young person together before the start of SEDIS support. These meetings would be used to alleviate concerns and offer reassurances, discuss what support and academic provision might be suitable. These are also used to explain what the expectations of the child or young person's educational setting, parents/carers and the young person are and offer the opportunity to discuss any unmet needs / challenges that may be presenting.
- SEDIS professionals will initially visit the child or young person in their current setting to conduct observations, gather evidence of need / understand strategies that have been implemented previously. A 'bespoke' outreach support programme will then be tailored towards that child or young person's needs which will be supported and guided by the SEDIS provision staff over a period of up to half a term and draw on any necessary specialist support if needed e.g., Health colleagues, Specialist Teachers, Educational Psychologists, Pupil Referral Unit etc.
- If after this support the child or young person's educational setting is still experiencing challenges in meeting the needs of the child or young person, and there has been no noted improvement there would be an opportunity at that point to seek more intensive Enhanced In-Reach support.
- The child or young person will be given the opportunity to meet all teachers and staff in an informal way and to observe other children or young people in the provision.
- Visits and 'taster' sessions at the beginning of the Enhanced In-Reach offer for parents/carers and child or young person to become familiar with the environment.
- Involvement and engagement from the child or young person's educational setting to help ease the transition period for the child or young person.
- Parental/carer involvement and engagement in the introduction process to help ensure engagement and attendance throughout the placement.
- Support and guidance to parents/carers to form part of the outreach provision offering an eco-systemic approach.

SEDIS Outreach Provision

Enhanced Outreach provision is for educational settings requiring additional enhanced support to meet the diverse and unique needs of children and young people with SEND. Educational settings will access their local Enhanced Outreach provision via their District SEND and Inclusion Hubs.

Outreach support is primarily focused on supporting the educational setting to develop the capacity to meet the needs of children with SEND. The child or young person will remain in their educational setting, with SEDIS staff generally visiting the setting 2-3 times a week, for the duration of the provision, to support staff with implementing agreed strategies, to model support techniques, and support resource development. There is an expectation that the child or young person's educational setting will have completed the free Relational and Restorative Practice training Offer.

If after high quality Enhanced Outreach support, the child or young person requires specific support away from their educational setting they may require an Enhanced In-Reach placement. Although this provision may be away from the child or young person's educational setting, they will continue to remain on the roll of their educational setting.

SEDIS In-Reach Provision

Attending the SEDIS provision can be on either a full time or part time basis according to individual needs. The child or young person will remain dual registered with their mainstream educational setting who will retain responsibility for their academic progress and safeguarding. Placement's will be 'time limited' and not usually for a period longer than one term. There is an expectation that the child or young person returns to their educational setting after the enhanced In-Reach support has taken place.

All Enhanced In-Reach placements will be followed by a period of Enhanced Outreach support using a phased approach to reintegration by the SEDIS staff. Staffordshire Educational Psychology, the Specialist Teaching Support Services, The Virtual School, Pupil Referral Unit and Mental Health Support Team, (practitioners in educational settings), may also facilitate the reintegration process if appropriate.

On accessing the SEDIS In-Reach provision, the following assessments will be completed:

- Review of baseline academic assessments specifically where the child or young person may have missed significant parts of learning prior to a request for SEDIS.
- Functional Behavioural Analysis may be appropriate to better understand behaviour and the factors influencing it with a view to introducing adjustments which will produce an alternate set of behaviours.
- Assessment of key psychosocial skills – i.e., self-esteem, social skills, communication skills and attitude to learning, Boxall Profile / Strengths and Difficulties (SDQ) Mental Health Assessment.
- Gathering of a child or young person's family history including living situations and close relationships.
- Assessment of known risk factors, e.g., trauma, care experience, etc.
- Outcome Star methodology may be used to both baseline and evidence progress.

Curriculum

Whilst the SEDIS model is not designated as or deemed to be an alternative provision, this model is mindful of DfE guidance for such provision's and seeks to embed these values within it.

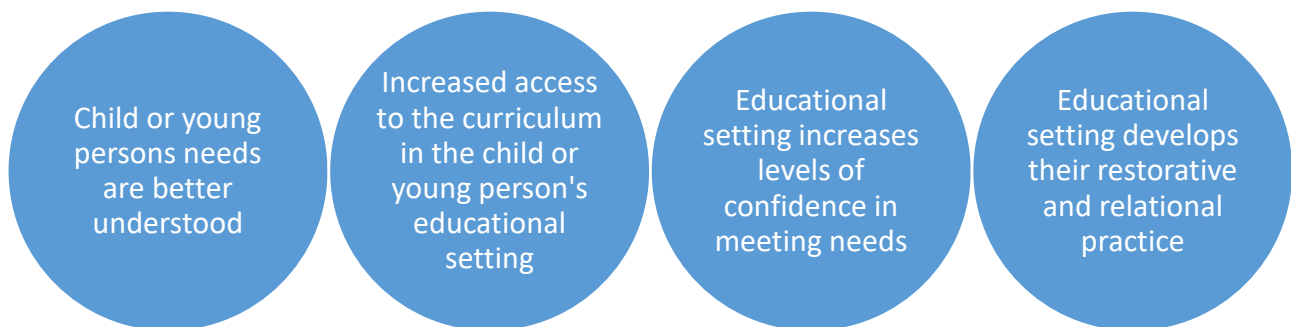
The DfE's Statutory Guidance indicates that, although good alternative provision will differ for individual children and young people, there are common elements that alternative provisions should aim to achieve, including:

- Good academic attainment on par with mainstream schools, particularly in English, Mathematics and Science (including IT), and with appropriate accreditation and qualifications.

- That the specific personal, social, and academic needs of children and young people are properly identified and met to help them to overcome any barriers to attainment.
- Improved motivation and self-confidence, attendance, and engagement with education.
- Clearly defined objectives, including the next steps following the placement such as reintegration into mainstream education, or successful transition to further education, training, or employment.

SEDIS Model Desired Outcomes

The purpose of the proposed SEDIS Model is to ensure that every child and young person has the right support at the right time. Outcomes for children, young people, and their educational setting as a result of Enhanced Inclusion Support will be evidenced by improvement in the following areas.



SEDIS and Requesting an Educational Health Care Needs Assessment

For a small minority of children and young people, despite high quality support through the enhanced graduated response, their additional needs may require significant provision that may exceed that which a mainstream educational setting can provide.

For a smaller group of children and young people, their needs may require provision that can be made in a special school. The SEDIS Model is part of the enhanced graduated response that provides an evidence-based way to understand whether a child or young person may require an Educational Health Care Needs Assessment.

It is proposed that all children or young people accessing SEDIS are also reviewed through the new proposed Enhanced Assess Plan Do Review (EAPDR) Pathway.

Funding Arrangements

It is proposed that SEDIS will be jointly funded by the Local Authority, via the current arrangements in the District SEND and Inclusion Hubs, and the mainstream setting.

Transport to and from SEDIS In-Reach provision will be the responsibility of the child or young person's educational setting/parents. Ideally students will be placed locally within their communities mitigating against this aspect. Timings of the school day may need to be adjusted accordingly to facilitate families who need to transport other siblings.

SEDIS Settings and Locations

The Local Authority will be seeking expressions of interest from educational settings to develop SEDIS teams across the 8 Districts. In some larger districts, additional teams may also be required.

It is hoped that proposals will be forthcoming from groups of educational settings that represent all key stages of education. Expressions of interest will be especially welcomed from groups of mainstream educational settings in collaboration with special schools and Pupil Referral Units.

SEDIS teams will be comprised of professionals from educational settings, Local Authority Officers (e.g., Educational Psychologists, Specialist Teachers), colleagues from Pupil Referral Units, Health and Social Care. Teams will require a base of operations with capacity to make provision for In Reach.

The Local Authority proposes to support the development of the SEDIS Teams through the District SEND and Inclusion Hubs. Additional capital resources may also be available for projects to develop building spaces to provide bases for SEDIS teams and In-Reach provision.

Speech and Language Provision

Speech, Language & Communication Needs (SLCN) underpins all aspects of child and adolescent development. With this in mind, provision in this area is set out specifically below.

Speech and Language needs can be detected very early on in a child's life, prior to school and before agencies such as Speech and Language are involved. It is important therefore that there is a broad, community-based offer to support adults to effectively intervene with difficulties as soon as they become apparent. The model proposes a tiered approach to meeting needs in this area based on a universal and targeted response.

Universal Provision

Universal provision for children in Staffordshire will include:

A Countywide Digital Offer (All-phase awareness raising in Speech and Language needs)

The digital offer will provide information and advice to support parents/carers and practitioners. This provision is currently available for Early Years, (pregnancy to 4 years) but will be extended to include Primary and Secondary aged children. This toolkit will include various resources of support, including free training opportunities in the form of webinars.

Early Years training offer

The Early Years offer will be a virtual training package to develop the confidence of Early Years practitioners in the identification of speech and language difficulties and being more confident in knowing what strategies to use in an Early Years setting. The package will cover four modules:

- **Communicating with confidence** – introduction to the role of key adult in the child's life and attachments and communication development.
- **Staged pathway** – introduction to a tool that support practitioners decision making regarding referral to Speech and Language therapy services.
- **Early communication screening** – introduction to the early communication screening tool.
- **Time to Talk intervention** – introduction to a targeted language intervention.
- The package will also include a copy of the Early Communication Screening toolkit and the Time to Talk intervention resource for use in the setting.

Speech and Language Offer Awareness Raising Programme (2yrs)

Will be offered through Primary, Secondary and LMG Hubs, the SENCO network and the e-school bag.

Speech and Language representative and regional Heads of Centre will attend or record awareness raising/ FAQ webinars for all hubs in the first term. This will be done each year for two years.

Twilight Sessions

There will be ten virtual twilight sessions for two years free to educational settings. This includes Stoke Speaks Out training, how to make referrals and service provision. Twilights are available as webinars for new staff and settings as required.

Teaching across the curriculum

Class teachers target teaching across the curriculum, including vocabulary teaching, pre-teaching of core concepts and appropriate approach to grammar teaching e.g., colourful semantics, shape coding and cued articulation. This is every setting's responsibility and is covered in the core training offer. Uptake of this offer is monitored via the Regional Heads of Centre.

Screening pathway

A screening pathway from Early Years to key stage 3, incorporating:

1. The two-year check
2. Reception check, using the Stoke Speaks Out Early Communication Screen ©
3. Year 7 check
4. Year 9 check

Targeted Provision

If despite inclusive high-quality language rich teaching, a child's difficulties continue, then there is access to clear and straightforward advice on what to do next. At the targeted stage, the ownership of intervention and support remains with the setting and parents and includes the following support:

Early Years children

Preschool aged children with identified SLCN will continue to be referred directly to the Speech and Language Therapy Service without the need for Early Years Forum's support. This is part of the early support offer.

Targeted Assessment

Stoke Speaks Out Early Communication Screen © alongside Staged Pathway as mentioned above. Some settings are already using Wellcomm. School observations and developmental checklists, Staged Pathway again have these resources.

Following language screens across all phases (preschool, reception, year 7 and year 9), further targeted assessment takes place, followed by support. This is captured as part of APDR cycles. For example, cued articulation, colourful semantics; small group provision in the child's area of need. These are taught as small group sessions frequently for short bursts.

Outreach and Referral

ADPR (1) information is sent to Speech and Language via the Stoke Speaks Out pathway and logged with the LMG via the SLC email address (this will be required for further referrals).

ADPR (2) Speech and Language Therapy service deliver a programme of activities and advice at the child or young person's educational setting and home. This will include any specific training needs or approaches recommended by the Speech and Language Therapist. This is reviewed jointly in the event of little progress.

District Centres

Four District Centres that provide:

- A place for both in-reach and out-reach support.
- A dedicated day for work in educational settings.
- A dedicated phone line for advice and support.
- Specialist training packages for educational settings including Makaton, colourful semantics, cued articulation, word aware and vocabulary teaching. These remain free where a child is open to Speech and Language.
- The Centres provide enhanced, evidence-based support for children and young people with identified need that has not been resolved via APDR; lack of progress despite targeted support as evidenced by a request for support to the LMG.

Identification

Children will usually be identified by Early Years or the child or young person's educational setting staff, in consultation with parents.

Initial steps to support the child will be implemented and reviewed by their educational setting staff, parents and Speech and Language Therapists (SLT). Settings are expected to access the Stoke Speaks Out staged pathway in order to make a referral to local Speech and Language Therapy services.

Settings will follow the 'Assess-Plan-Do-Review' cycle, following specialist advice from the Speech and Language Therapy service and any other professionals involved. Progress will be reviewed at an agreed point by the child or young person's educational setting, involving the Speech and Language Therapist, parents and any other professionals working with the child for speech or language difficulties.

In reach support

The Centre's support with in-reach (settings visit the Centre and work collaboratively) as well as the outreach support as part of the targeted offer.

This is part of the effective work that will see the child transition back to their mainstream setting successfully at the end of the District Centre placement.

Admission Procedures

Applications will be considered at a termly Admission Panel meeting, this will be three times a year, and on a double district basis as part of LMG arrangements.

The Admission Panel will comprise of members of the LMGs and health representatives., as well as regional Head of Centre and LA reps.

Admission Panel will consider the needs of the children against specified entrance criteria from reception to year 5. Transition arrangements will be made for children to return to their educational setting and have monitored transitions to secondary provision.

Children will commence placement the term after the admissions Panel has met to make their decision.

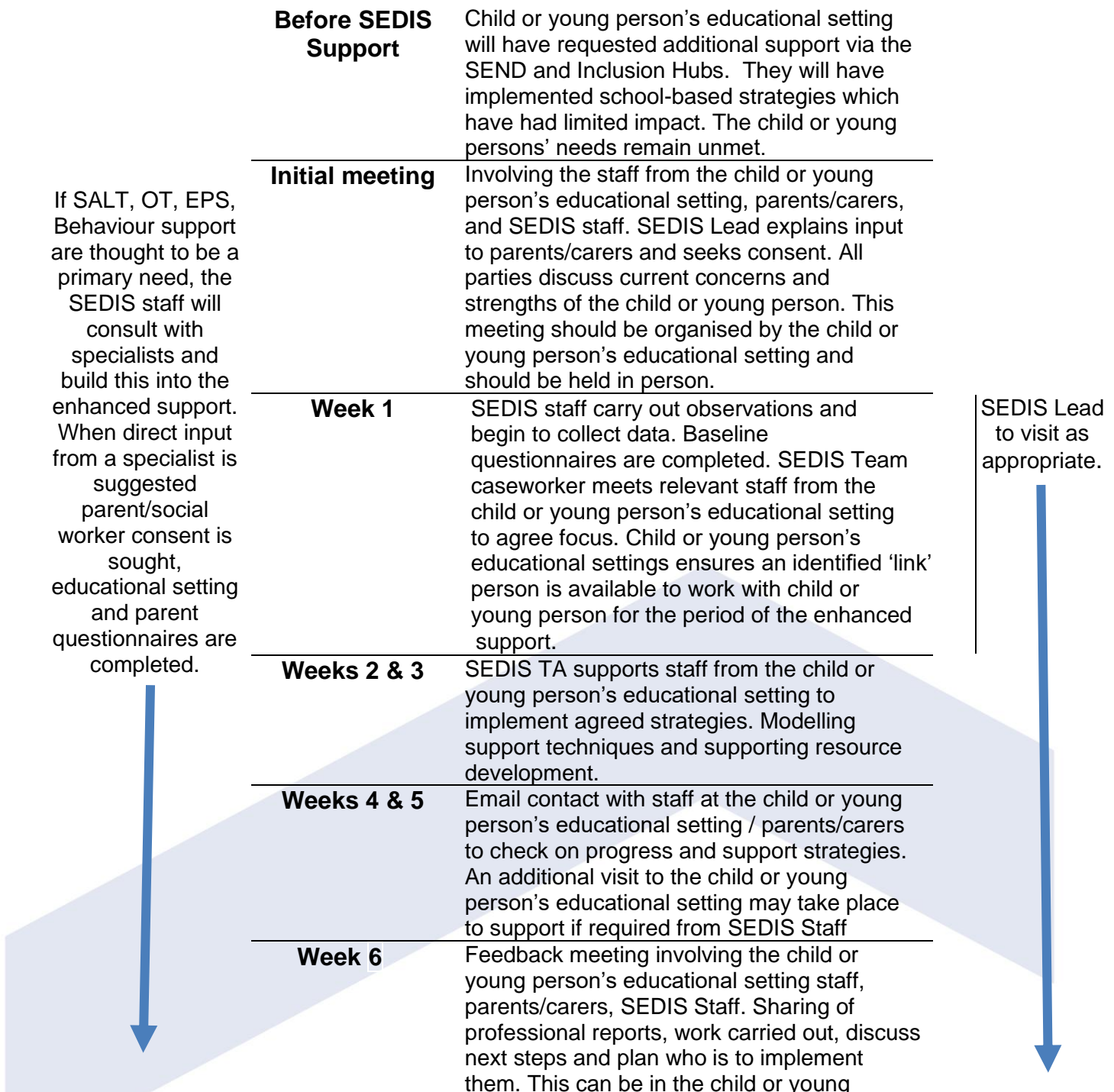
Pupils will be based at the District Centre on a part-time basis (2-3 days) and attend their educational setting for the other half of the week.

Pupils will remain on roll at their primary educational setting.

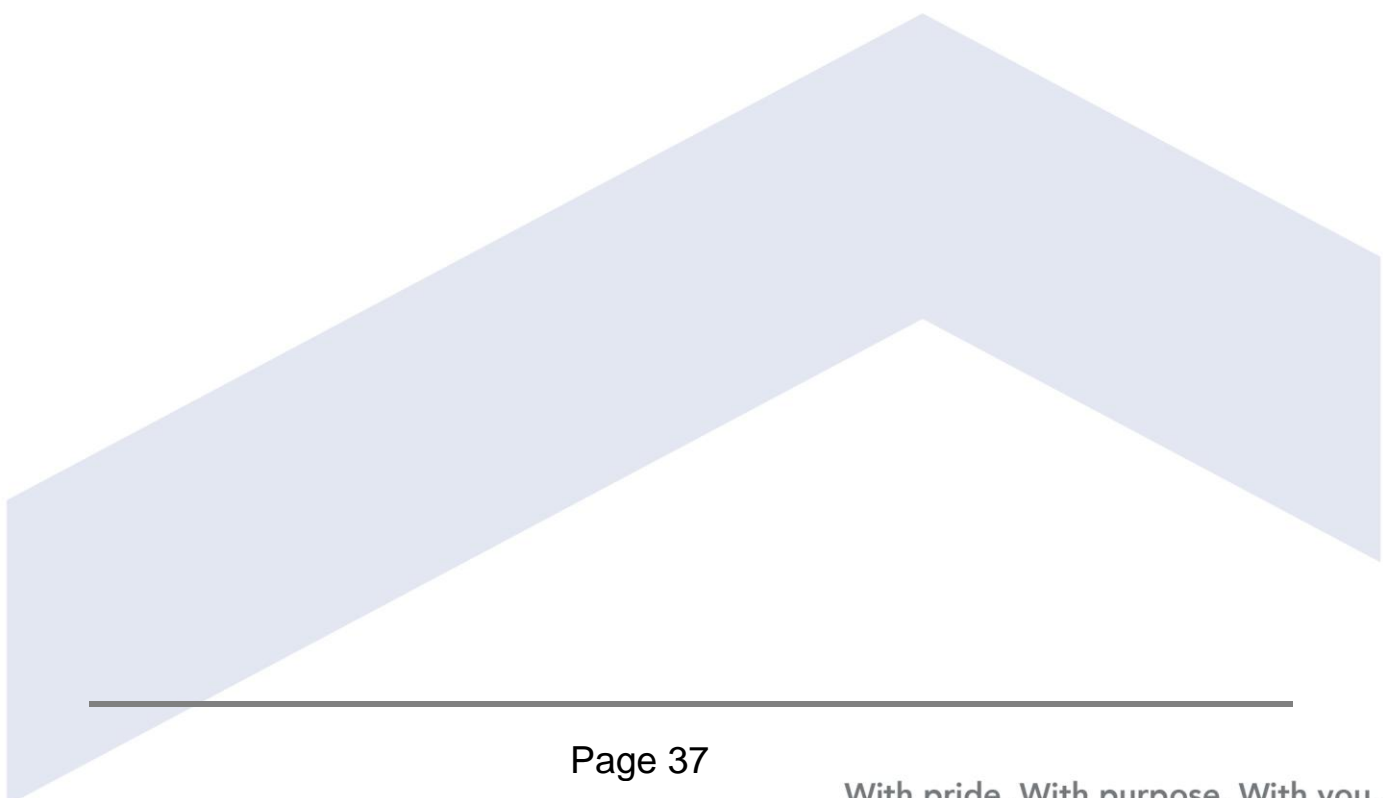
Appendix 1: Proposed 'Outreach' SEDIS Provision Flow Chart

The SEDIS staff will generally be in the child or young person's educational setting 2-3 times a week for the duration of the support. In addition to this, visiting professional's may be asked to support the educational setting. This will be jointly funded by the LA, via the District Locality Management Groups, and the child or young person's educational setting.

There is an expectation that the educational setting will have completed the 'Free' Relational and Restorative Practice training Offer.



	person's educational setting or virtual. Exit questionnaires completed.
Week 6+	SEDIS Team available for ongoing remote support.

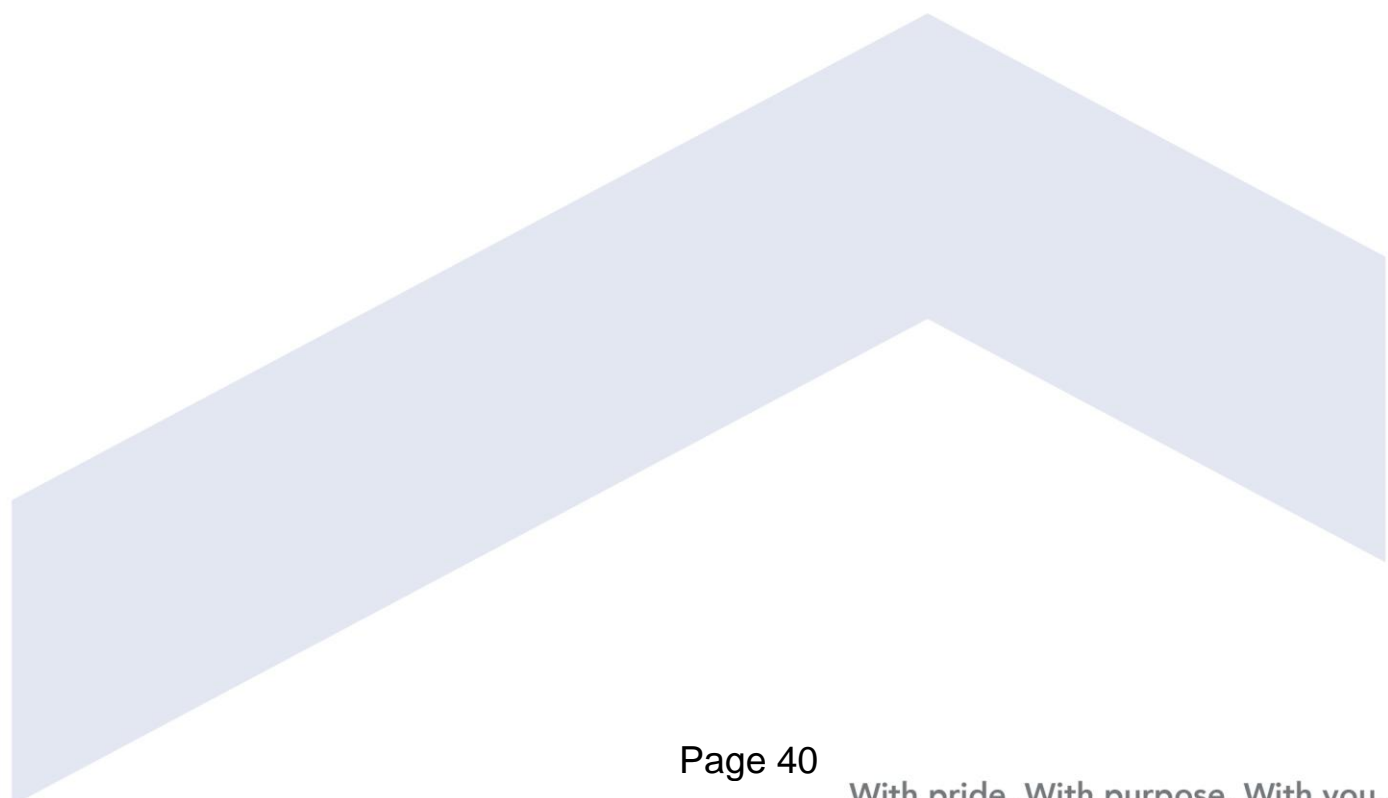


Appendix 2: Proposed 'In-Reach' SEDIS Provision Flow Chart

The Placement will usually last for up to 12 weeks, it may be full time or part time dependent upon needs. In all cases settings will have accessed the 'Outreach' offer of support. This will be jointly funded by the LA, via the District Locality Management Groups, and the and the child or young person's educational setting.

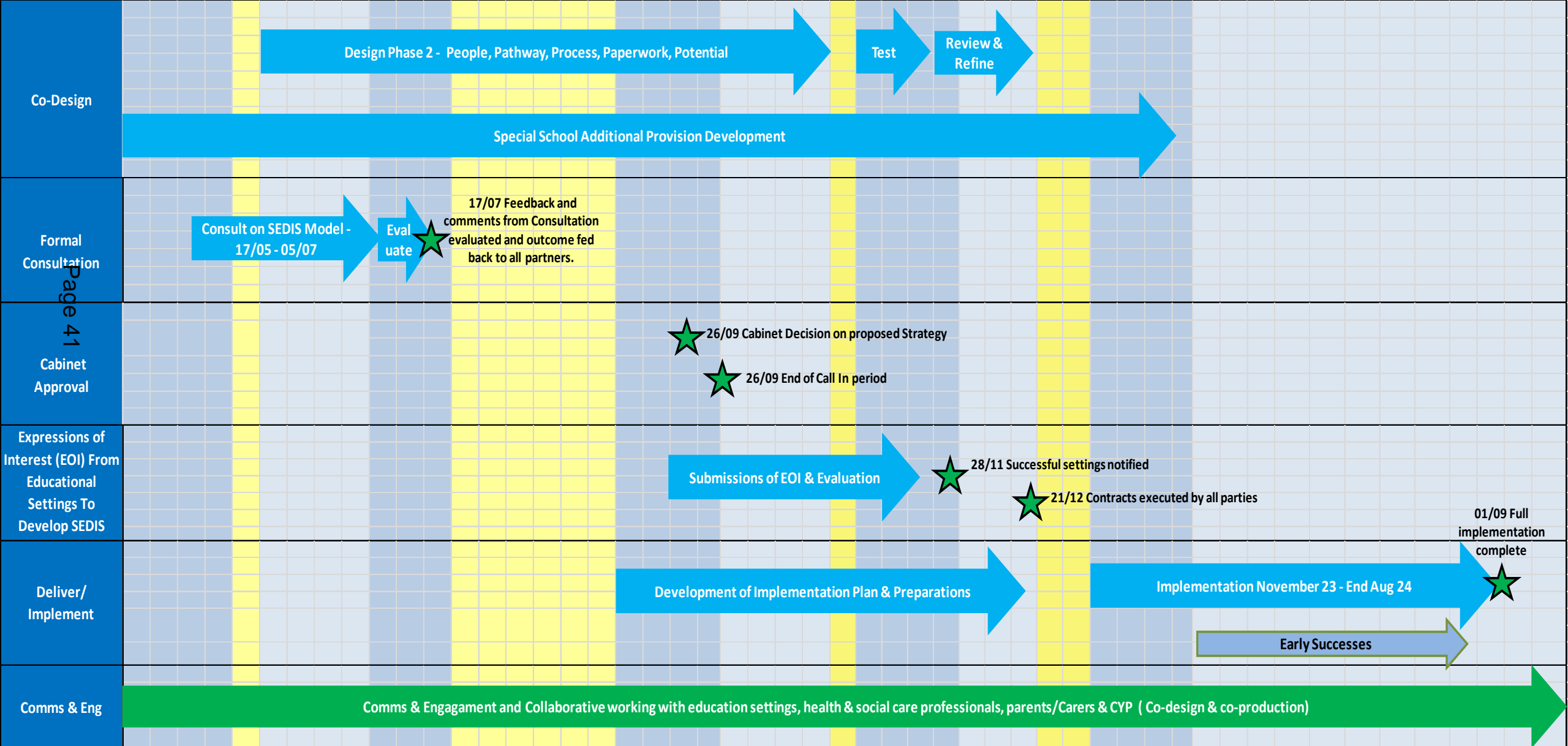
<p>If SALT, OT, EPS, Behaviour support are thought to be a primary need, the SEDIS staff will consult with specialists and build this into the enhanced support. When direct input from a specialist is suggested parent/social worker consent is sought, setting and parent questionnaires are completed.</p>	<p>Before SEDIS Support</p>	<p>Settings will have requested additional support via the SEND and Inclusion Hubs for the child or young person following on from accessing SEDIS 'Outreach'. Despite the child or young person's educational setting implementing and following suggested strategies of support the child or young person requires more intensive, 'bespoke' offer of provision for a time limited period.</p>	<p>Child or young person's educational setting to visit as appropriate / maintain contact.</p>
	<p>Initial meeting</p>	<p>Involving staff from the child or young person's educational setting, parents/carers, and SEDIS staff. SEDIS Lead explains input to parents and seeks consent. All parties discuss current concerns and strengths of child or young person. This meeting should be organised by the child or young person's educational setting and should be held in person. Transport and logistics are discussed, expectations are explained.</p>	
	<p>Week 1</p>	<p>Transition, familiarisation, and introduction visits take place, supported by the child or young person's educational setting. Attendance is agreed based upon child or young persons' needs.</p>	
	<p>Weeks 2 to 10</p>	<p>Child or young person attends SEDIS Centre and completes a programme of enhanced support, they are equipped with a range of strategies bespoke to their individual needs. They will access a curriculum that is age appropriate, inclusive and taught / supported by knowledgeable staff in small class settings of no more than 10 with a ratio of at least 1:3. They will maintain some access to the 'host's mainstream setting e.g., lunch, assemblies, curriculum etc. Child or young person's educational setting visit to observe / maintain contact.</p>	
	<p>Weeks 10 to 12</p>	<p>Reintegration back into the child or young person's educational setting takes place using a gradual 'laddered' approach. SEDIS staff accompany and support this process in an Enhanced Outreach capacity.</p>	
	<p>Week 12+</p>	<p>Feedback meeting involving staff from the child or young person's educational setting, parents/carers, SEDIS Staff. Sharing of</p>	

professional reports/advice, work carried out, discuss next steps and plan who is to implement them. Exit questionnaires completed. SEDIS Team available for Enhanced Outreach support if needed.



Strategy for Special Provision Timeline

	May-23				Jun-23				Jul-23					Aug-23				Sep-23					Oct-23					Nov-23				Dec-23				Jan-24				Feb - Sept 24									
	1	8	15	22	29	5	12	19	26	3	10	17	24	31	7	14	21	28	4	11	18	25	2	9	16	23	30	6	13	20	27	4	11	18	25	1	8	15	22	29									



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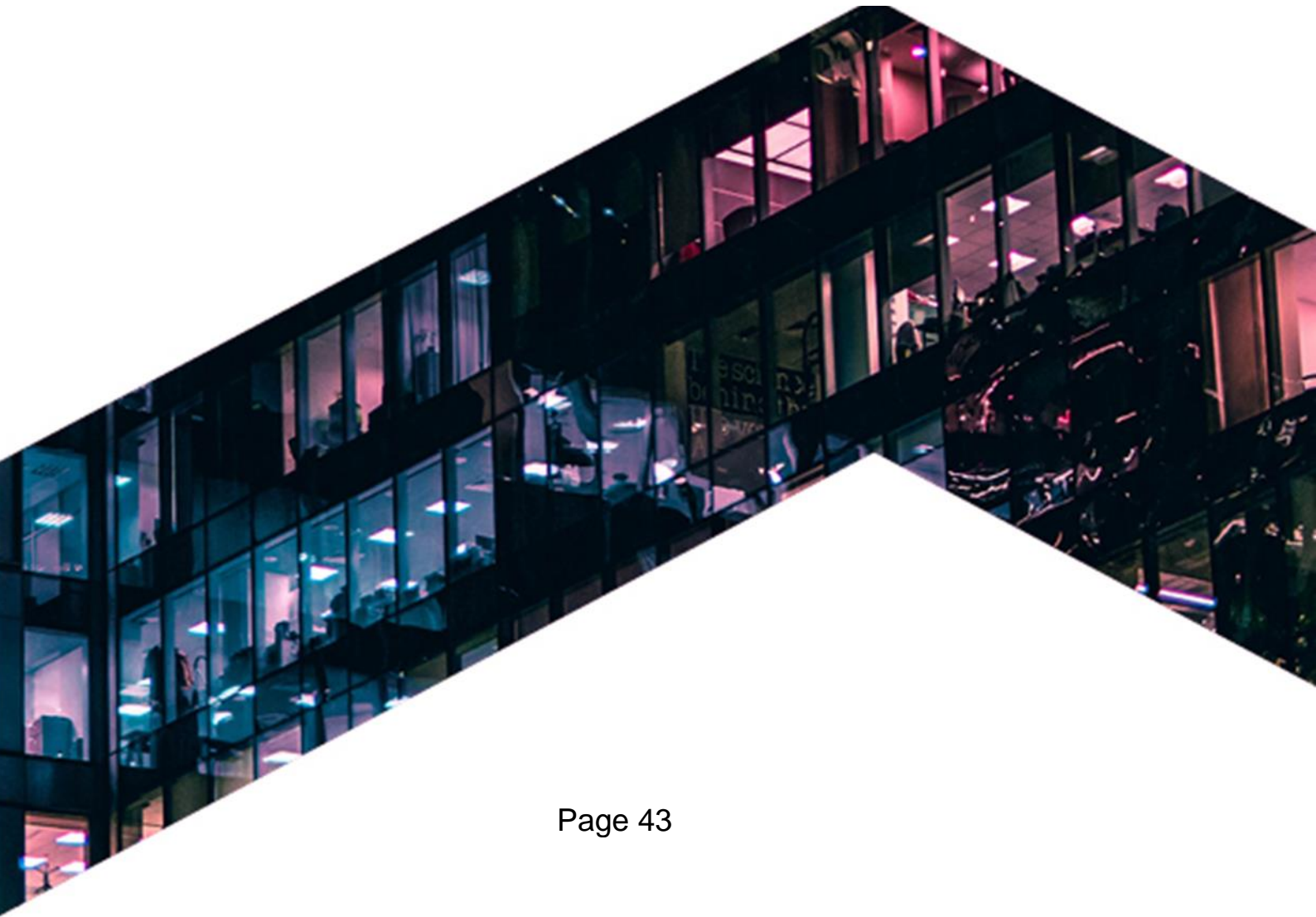
Key	School Holidays	Key Milestone	★
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Strategy For Special Provision

Proposed Staffordshire Enhanced District Inclusion Support Model (SEDIS)

Frequently Asked Questions (FAQ's)

Dr Halit Hulusi
Head of SEND



Strategy For Special Provision

Staffordshire Enhanced District Inclusion Support Model Frequently Asked Questions

Who can access SEDIS?

Any Staffordshire mainstream educational setting who is experiencing challenges meeting the needs of children and young people in their setting. Settings will need to have already discussed the child or young person at their District SEND and Inclusion Hub.

Where will SEDIS provision be located?

It is anticipated that each of the 8 districts in Staffordshire will develop a collaborative SEDIS offer.

How will SEDIS provisions be developed?

The Local Authority will be seeking expressions of interest from educational setting to develop SEDIS teams across the 8 Districts. In some larger districts, additional teams may also be required. It is hoped that proposals will be forthcoming from groups of schools that represent all key stages of education. Expressions of interest will be especially welcomed from groups of settings that include special schools. Local Authority (Educational Psychologists and Specialist Teaching Teams) and Health colleagues will align their services to work with SEDIS teams.

Does the child or young person require an Educational Health and Care Plan (EHCP) or diagnosis to access SEDIS?

No. Access to SEDIS is based on the child or young person's needs and decided by the District Locality Management Group (LMG).

Who decides if SEDIS is appropriate?

SEDIS referrals from SEND and Inclusion Hubs will be considered by District Locality Management Group. *N.B Early Years are not currently discussed within the SEND and Inclusion Hubs, so a different pathway via Early Years Forum may be more appropriate.*

How do mainstream educational settings apply for SEDIS?

Consideration for SEDIS provision will be via the standard SEND and Inclusion Hub paperwork. The hub model has an escalation process for children who are newly arrived in the locality e.g., care experienced children.

What evidence will mainstream settings be required to provide when requesting SEDIS for a child or young person?

Settings will be required to evidence at least one cycle of Assess, Plan, Do and Review (APDR), evidencing a quality graduated response.

Can a setting access Enhanced In-Reach support instead of Enhanced Outreach support?

No. The setting will be offered Enhanced Outreach support prior to accessing Enhanced In-Reach support. There may be nuances around this and exceptions made particularly for children who are looked after and have experienced lack of stability in education. Multi-agency discussions with the Virtual School and Social Care would need to take place in such instances.

How long will settings receive SEDIS Out-Reach and In-Reach support for?

Support will be time limited, usually for a period of between 6-12 weeks. Provision may be extended beyond this according to student needs in discussion with the District SEND and Inclusion Hub and LMG. Provision will be needs led and could be offered on a full or part time basis ensuring maximum flexibility.

If In-Reach is required, will the child or young person come off the roll of their home school?

No. Children and young people will remain on the roll of their home mainstream setting when they are receiving SEDIS In-Reach support. The expectation is that most students will return to their mainstream setting once any intervention has ended equipped with a set of strategies that can be used by the young person and school to help maintain the mainstream placement.

Who is responsible for safeguarding whilst SEDIS is provided?

Safeguarding will remain the responsibility of the home setting throughout any support offered from the SEDIS provision. In the case of students who are care experienced, the Local Authority will continue to oversee and monitor this through the Personal Education Planning – PEP process. The expectation is that a member of staff from the home setting will be nominated as link professional for the duration of any SEDIS provision.

Who will fund SEDIS?

The SEDIS provision will be jointly funded by the Local Authority via the LMG and the referring mainstream setting.

Who is responsible for transport arrangements should they be required for SEDIS In-Reach support?

Transportation to and from the SEDIS provision (if necessary) will be the responsibility of the mainstream setting / parents/ carers. Ideally children and young people will be placed locally within their communities mitigating against this aspect. Timings of the school day may need to be adjusted accordingly to facilitate families who need to transport other siblings.

Prosperous Overview and Scrutiny Committee - Thursday 06 July 2023

Future Highway Delivery Model – Functional Plans

Recommendations

I recommend that the Committee:

- a. Comments on the approach being taken to the development of Functional Plans for the delivery of the highway service.
- b. Comments on the format and main content headings using the draft Functional Specifications for highway urban and rural grass cutting as an example.
- c. Considers how the Scrutiny Committee inputs into the annual Functional Level service commissioning plans.

Local Member Interest:

N/A

Report of Cabinet Member for Highways and Transport

Summary

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

1. At its meeting on 7th June 2023, the Committee received the latest update on the Highway Transformation Programme including the future functional approach to be adopted as part of the move to a Hybrid Mixed Economy operating model for the future highway service agreed by Cabinet in July 2022.
2. As part of this latest update the Committee were asked to consider the role of the Scrutiny Committee in agreeing the annual Functional Level service commissioning plans. To assist in this consideration the committee requested an early opportunity to consider a draft plan. This report therefore outlines this approach and provides a first draft of the Functional Level Specifications for highway urban and highway rural grass cutting as an example of the way the approach is being developed.

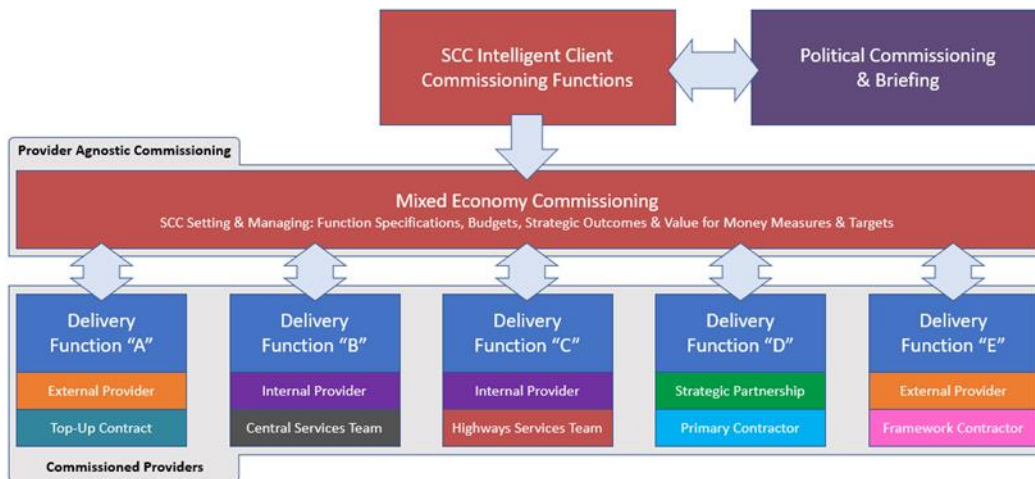
Report

Background

3. In July 2022, Cabinet approved moving to a Hybrid Mixed Economy operating model (Diagram 3 below) for the future highway service, ensuring continuous improvement and the best possible customer service, quality and value for money is achieved from each delivery function.

Mixed Economy Commissioning Commissioning Framework & Provider Abstraction Layer

Hybrid Operating Model 2



ADEPT / Proving Research Partnership: Executive Briefing

Diagram 3 Hybrid Mixed Economy Model

4. A key element of the Future Delivery Model includes a clearer focus on a functional level approach which will include strengthened client commissioning to provide additional assurance on service delivery against the identified requirements.
5. It is intended that Functional Level Service Specifications will be developed and provided for each service or activity and will represent the base specification for all delivery arrangements irrespective of the provider.
6. The Committee has been receiving regular updates about the Highways Transformation programme and at its meeting on 7th June 2023 were asked to consider whether there is a role for Scrutiny Committee in

agreeing the annual Functional Level Service commissions and if so, what this could look like.

Functional Level Approach

7. As part of the Functional Level approach, strategies, policies, programmes & services will continue to prioritise statutory responsibilities, reflect local insight and will be set by Cabinet.
8. A strengthened client commissioning role will ensure the right things are being done and this will be embedded with functional leads with clear responsibility for the following:
 - a. The development of Functional Level Service Specifications to support the approach set by Cabinet will sit with the service area responsible in Staffordshire County Council - whoever is responsible for the budget will authorise works against the Functional Level Service Specification.
 - b. Requests for works will be assessed in line with the agreed decision-making criteria for that service area or programme to support effective budget control – escalation by exception rather than as standard.
 - c. Greater control will be devolved to functional leads to manage and resolve issues (within the client/commissioning functions).
 - d. Responsibility for client management will be embedded across the service in all roles.
 - e. Service providers performance will be measured against an agreed Functional Level Service Specification that will set out service level, specification, and budget. A performance management framework will be used to monitor all Service providers including quality and quantity measures against the specification.
 - f. Clear accountability and leadership will be reflected at all levels within the system including between Staffordshire County Council and providers.
 - g. All functions will be responsible and accountable for the customer journey in their area.
 - h. All functions will be responsible and accountable for internal and external communications in their area in line with responsibilities outlined in Pitching the Message.
 - i. Responsibility for responding to service level enquiries will sit with the service best placed to respond to the enquiry rather than the point of enquiry – enquiries will be quickly triaged and signposted to the correct service.

Functional Level Service Specification

9. The Functional Level Service Specification for a service or activity will represent the base specification for all delivery arrangements

irrespective of the provider. This is intended to ensure that the County Council as highway authority is able to fulfil its statutory duty to maintain, to ensure that any maintenance activity is carried out safely and, information is available to support customer enquiries.

10. The Functional Level Service Specifications will generally form part of a wider suite of documents for the commissioning of a service including the form of contract or agreement and, the payment mechanism.
11. It is intended that the new specifications will be updated annually and will reflect any changes in service agreed through the transformation process and any changes in budget set through the medium-term financial process (MTFS). The first versions of the documents will represent the way the service is currently delivered, the "As Is".
12. The first activities that are intended to be covered by a Functional Specification include carriageway, footway, drainage, and grass cutting. The first drafts of these documents for highway urban grass cutting, and urban rural grass cutting are provided in Appendix 1 and 2.
13. Taking grass cutting as example, other providers such as the District or Parish Councils, may choose to locally enhance the specification for amenity purpose at their additional cost including for example, increasing the frequency of cut. The draft plans for grass cutting include an example of an improvement activity that is currently being considered.
14. The service provider will respond to the Functional Level Service Specification with a proposed Annual Plan for delivery of the service against that specification. The submitted Annual Plan will be reviewed and either approved or, further information requested by the functional lead for the service. The content of a typical annual plan for grass cutting is expected to include the items below:
 - a. A copy of the proposed method statement.
 - b. The order and timing of the work (programme).
 - c. Details of the number and type of plant he proposes to use to undertake the work.
 - d. Provisions for meeting health and safety, environmental and quality requirements.
 - e. Arrangements for training and ensuring the ongoing competency of People employed in the delivery of the service.
 - f. When the Contractor will require access to any Affected Property, acceptances required from the Service Manager and any other things to be provided by the Employer.

- g. The name of any subcontractor proposed to carry out the work, the subcontractors Annual Plan and the proposed conditions of contract in accordance with the Contract.
- h. Proposed performance management measures.

Current delivery arrangements – grass cutting

- 15. All highway rural grass cutting is currently delivered through the Infrastructure Plus Strategic Partnership with Amey and is subcontracted to two Staffordshire based companies. C M Rowlinson Ltd whose head office is near Oakamoor in the Staffordshire Moorlands and, M&R Williams Farm Services Ltd whose head office is near to Gnosall, in Stafford Borough. Collectively, these two contractors cut over 14,000 km of rural highway grass each year.
- 16. Urban grass cutting is delivered through a number of different arrangements as outlined below. A full list of current providers is given in Appendix 3.
 - a. Through the Infrastructure Plus Strategic Partnership with Amey
 - b. Through agreements under the Local Government Act 1972 and 2000 with Cannock Chase District Council, Lichfield District Council, Stafford Borough Council, Tamworth Borough Council and South Staffordshire Borough Council
 - c. Arrangements with a further seventeen City and Parish Councils.

Link to Strategic Plan

- 17. One of the five priorities of the County Council in its Strategic Plan 2022-26 is to “Fix more roads and improve transport and digital connections”.
- 18. Great places enjoy great connections. Whether by road, rail or ultrafast broadband, we want to make sure the people and businesses of Staffordshire are well-connected to one another, to the UK and across the globe.
- 19. Roads and transport are essential to everyday life, enabling us to see family and friends, get to work and school, access healthcare, shopping, and leisure activities.
- 20. Smooth, efficient, and increasingly greener transport supports our economy to grow. However, vehicle emissions play a significant role in climate change. We will work in partnership to reduce these emissions, promote greener travel, and increase cycling and walking.

Link to Other Overview and Scrutiny Activity

21. At its meeting on 24th April 2023, the Audit and Standards Committee received a Position Statement on the Highways Transformation Programme.

Community Impact

22. No immediate implications to the way the service is delivered as a result of this report. Should any future changes be proposed, a Community Impact assessment would be prepared, if required at the relevant time.

Legal and other implications

23. Although there are no immediate implications that arise from the review of these draft functional specifications, the future production, maintenance, and annual review of these documents will have an impact on the level of resource required in the highway service and this is being considered as part of the highway transformation.

24. Depending on the approach taken to annual review, this may have an impact on wider resources to support any additional governance that is required.

25. Where services are delivered through the Infrastructure Plus Strategic Partnership with Amey, the form of contract provides for the Service Manager to instruct changes to the specification for the Service.

26. Should future arrangements for delivery change, there would be implications across corporate services including for example, legal services where additional contracts are required, commercial services to support any procurement, people services in the event of any transfer of staff, finance to set up different mechanisms for payment and ICT if systems and software change. The impact would need to be considered on a case-by-case basis should delivery arrangements change.

List of Background Documents/Appendices:

Report to Cabinet on the Highways Future Delivery Model on 22nd July 2022

Director Delegated Decision - 5-year extension to the strategic partnership between the County Council and Amey on 14th March 2023.

Quarterly Updates to Prosperous Overview and Scrutiny Committee on 14th April 2022, 15th June 2022, 7th July 9th January 2023, 22nd March 2023, 7th June 2023.

Appendices are provided in separate documents as below.

Appendix 1 - Functional Specification – Highway Urban Grass Cutting DRAFT
v1.1.2 June 2023

Appendix 2 - Functional Specification – Highway Rural Grass Cutting DRAFT
v1.1.2 June 2023

Appendix 3 - List of Urban Grass Cutting Providers

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Highway Urban Highway Verge Maintenance

Change Control

Date: [INSERT DATE]

Document Title	Highway [INSERT TITLE]
Author	[David Walters]
Owner	[INSERT OWNER]
Document Status	[DRAFT v1.1 June 2023]

Reviewer List

Name	Role	Version
Matt Thomas	Senior Engineer Highway Asset Management (SCC)	v1
Carl Williams	Operations Manager, Cyclical & Winter Service (Amey)	January 2023
Darren Corcoran	Principal Operations Manager (Amey)	

Approvals

Name	Role	Version
[INSERT NAME]	[INSERT NAME]	[INSERT VERSION AND DATE IE V1:2021]

Cabinet Approval

Name	Role	Version
[INSERT NAME]	[INSERT NAME]	[INSERT VERSION AND DATE IE V1:2021]

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Revision History

Version	Date	Change Description	Author
V1:2023	January 2023		
V1.1	June 2023	Updated following meeting with Operations Team	
V1.1.2	June 2023	Update for POSC	

NOTES FOR DOCUMENT COMPLETION

Identify Performance Measures

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Employers Requirements

1. To carry out cyclical maintenance (grass cutting) to urban highway verges and ad-hoc urban grass cutting as requested by the **Service Manager** to maintain visibility and enhance the safety of highway users in accordance with this Service Information and the **Contractors Annual Plan** approved by the **Service Manager**.

Operating Plan

2. The latest version of the **Contractors Annual Plan** approved by the **Service Manager**.

Scope of Service

3. Cyclical grass cutting of urban highway verges generally adjacent to roads which have a speed limit of less than 40mph.
4. Where a speed restriction extends into a rural environment for safety reasons, the **Service Manager** may limit the extent of grass cutting to urban standards.
5. The area and extent of the service is the County of Staffordshire and those roads that are maintainable at public expense. In addition, there are a small number of locations where reciprocal cross boundary agreements are in place with adjacent local authorities to locally cut areas of grass outside the County of Staffordshire. This is referred to hereafter as the “Area Network” .
6. The aim of the urban grass cutting service is to minimise the risk of grass encroaching onto the highway and maintain safety and visibility.

Asset Data

7. As contained within Annexe 1 - Urban Grass Cutting Maps.

Service Level Risk Assessment

8. The level of service provided and, service level risk assessment is provided below.

Service Provided

Table [7.1] Service Provided	
Service Provided	Service Not Provided
Grass cutting of urban grass on roads generally with a speed limit of less than 40mph at a frequency of six times per year.	Maintenance of non-highway grassed areas such as public open spaces, village greens, verges which are not highway maintainable at public expense.
Grass is to be cleared around columns, safety fences, signposts and walls, and grass which cannot be cut by machine, is to be trimmed by other means.	Maintenance of verges which form part of the strategic and trunk road network which are the responsibility of National Highways.
Cut grass on footways/cycleways will be deposited back on the area cut.	Maintenance of grassed areas within private streets or unadopted roads.
	No grass is collected for removal.
	Grass deposited on the carriageway as part of urban grass cutting is not removed or deposited back on cut areas.
	Enforcement of highway rights for non-highway soft landscape assets.
	Soft landscape enhancements.
	Maintenance of soft landscape for aesthetic reasons.
	Litter collection before, during or after the grass cutting works.
	Carrying out privately funded works to soft landscaping to abate nuisance issues.
	Selective weed treatment of grass verges.

Service Risks

Table [7.2] Service Risks	
Issue	Overgrown grass verges

<p>Potential Risks</p>	<p>Reduced highway safety due to obstructions/visibility (Safety) Delayed movement of traffic due to encroachment causing restriction to roads and footways (Traffic) Impact on people with limited mobility (Equality) Detrimental effect on/risk to highway asset condition (Damage) Growth of noxious weeds in verges (Environmental)</p>	<p>Mitigating Actions</p>	<p>Cyclical Maintenance as described in Table [7.1] above.</p> <p>Ad hoc additional grass cutting as instructed by the Service Manager as a result of impaired visibility by overgrown vegetation.</p>
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Payment Mechanism

9. Cyclical grass cutting to be paid for as described in the contract.
10. On occasions the **Contractor** may be asked to carry out other grass cutting within the Area Network on an ad hoc basis. This may include slopes and banks. Payment for this additional work will be as described in the contract.

Risk Profile

11. Quantities of work in excess of the Quantities of work in excess of the quantities included in the Annual Budgetary Plan are the Employer's risk. The number of grass cuts in excess of the number stated per year in the Annual Budgetary Plan are also the Employer's risk together with increases in the Area Network

Service Levels

Description of works

12. In accordance with the Highway Infrastructure Asset Management Plan Volume 8 – Soft Landscaping of the Highway Infrastructure

Asset Management Plan the main priority for urban grass cutting is to maintain visibility and safety for road users.

13. Urban grass is generally defined as highway grass on roads which have a speed limit of 40mph or less. Urban grass is to be cut six times per year.
14. Urban grass shall be cut to leave the remaining grass/roadside vegetation at an average height not greater than [100] mm.
15. All grass is to be cleared around columns, safety fences, signposts and walls, and grass which cannot be cut by machine, is to be trimmed by other means.
16. Certain lengths of verge are set aside as conservation areas and shall be dealt with as described in paragraph [XX].
17. No grass is collected for removal. Grass cuttings are left on the verges to mulch down.
18. However, cut grass which is deposited on footways/cycleways will be deposited back onto the adjacent verges.
19. The **Service Manager** may instruct an additional cut to all or parts of the network.
20. The **Service Manager** may instruct additional grass cutting for the purpose of safety at locations such as junctions, bends, and these 'defects' will be categorised in accordance with the Highway Safety Inspections Code of Practice.

Frequency and programme of cuts

21. The urban grass cutting programme of six cuts will normally start in [April] for the first cut and follow the programme over a period of [30] weeks as below until the end of [October].

Cut	Commence	Week	Apr	May	Jun	Jul	Aug	Sep	Oct
1	April	1							
2		6							
3		11							
4		16							

5		21								
6		26								

22. Each cut will commence on or within [five] working days of the commencement week given in the table in paragraph [21] above.
23. Each cutting cycle shall be completed in no more than [five] weeks. Weather conditions may require a change in the start date for cutting cycles in which case the Service Manager or his/her representative will issue instructions.
24. Work will be scheduled in a planned manner as approved by the **Service Manager** or his/her Representative. An example format for a schedule is provided in Annexe [2]. Such schedules shall be submitted to the County Council for approval two 2 weeks before the start of the first and subsequent cuts.
25. On occasions it may be necessary for the County Council to delete from the Contract areas of grass cutting included therein, and the right so to do is expressly reserved for the County Council.
26. The County Council may amend the frequency of the grass cutting during the period of the contract. Any change in the frequency normally be notified to the Contractor prior to the start of the grass cutting season.
27. Should the frequency be changed, any change in costs will be assessed as described in the Contract.
28. The Contractor will provide an updated programme for approval by the Service Manager within 2 weeks of an additional or reduced cut to the basic service being instructed.

Designated roadside nature reserves

29. Designated roadside nature reserves will have bespoke cutting regimes.
30. The actual start dates and programme for designated roadside verges will be agreed between the **Contractor** and the **Service Manager** depending on the grass growing conditions within the season.

Other special areas

31. The **Contractor's** attention is drawn to certain lengths of verge which are set aside as other special areas. These be notified to the Contractor by the Service Manager and/or identified by marker posts on verges. No cutting shall take place between the inner sides of any marker posts or defined area unless specifically advised by the **Service Manager** or their representative. Some grassed areas have been planted with spring bulbs or wildflower seeds and should be excluded from cutting until in the case of spring bulbs the foliage has died off completely and, in the case of wildflower areas the seed has been set.

General

32. Prior to any cutting operation all obvious debris which may create a possible hazard to persons or property during grass cutting shall be removed.
33. Equipment mounted with grass cutting equipment shall comply with manufacturer's recommendations regarding the fitting and operation of attachments. Grass cutting equipment fitted to equipment shall comply with manufacturer's recommendations regarding the fitting and operation of such attachments. All dedicated grass-cutting machines shall have an effective silencer of the type originally fitted on manufacture. All grass cutting equipment, whether self-propelled or attached to other equipment, shall comply with the following:
- (i) All cutters and blades shall be sharpened and set according to the manufacturer's recommendations to ensure a consistent cleanly mown sward and the height of cut determined as the height above ground level to the cutting blade measured with the machine standing on a hard level surface.
 - (ii) All guards shall be in place and in good condition and all safety devices shall be operational and of a type originally fitted on manufacture.
 - (iii) For grass and vegetation cutting on slopes, the grass-cutting equipment manufacturer's recommendations relating to safe gradients for cutting shall be observed.
34. District Councils are responsible for litter picking. The Contractor will provide a copy of the grass cutting programme to the District

Council to enable the District Council to coordinate street cleansing activities with the grass cutting operation should they wish to do so.

35. Mowing operations shall wherever possible avoid spillage of debris such as stones onto carriageways or footways. All arisings deposited on footways/cycleways will be deposited back onto the adjacent verge.
36. During periods when ground conditions are so wet as to prevent grass cutting without causing damage to the surface or producing divots, operations shall cease and shall recommence only when ground and weather conditions are suitable.

Safety at Road Works and Street Works

37. The Contractor is responsible for providing signing, lighting and guarding of works in accordance with the latest edition of 'Safety at street works and road works: a code of practice'¹ (hereinafter referred as the CoP), or Chapter 8 of the Traffic Signs Manual for dual carriageways with a speed limit of 50mph or more or where the situation is not covered by the code of practice for street works and road works.

Traffic Management Act 2004 - Permits

38. The Employer maintains the roles of "traffic manager" and "local traffic authority" under the Traffic Management Act 2004 from time to time in force.
39. The Contractor will, when so instructed by the Service Manager of his/her representative assist the Employer to meet the obligations placed on it under the Traffic Management Act 2004 from time to time in force.
40. In providing the service, the Contractor will wherever possible seek to deliver planned maintenance works together in order to minimise network disruption.
41. The Contractor will minimise the impact of congestion (including but not necessarily limited to out of hours or off-peak working in locations where congestion is an issue) and take into consideration safe pedestrian and cyclist access.

¹ [Safety at street works and road works : a code practice](#)

42. The Contractor is required to comply with all traffic management legislation (from time to time in force), including but not limited to the New Roads and Streetworks (NRSWA) Act 1991 and the Traffic Management Act 2004 (“the Traffic Management Legislation”).
43. The Contractor will be responsible for applying for Permits that are required under the West & Shires Permit Scheme from the local traffic authority. Permits will be required for urban grass cutting activities when any of the following circumstances apply.
 - (i) Where the activity requires the use of any form of temporary traffic control as defined in the CoP (give and take, priority, stop/go boards, portable traffic signals, speed reduction, convoy working, road closure or one way traffic, ‘stop-works’ sign, ‘temporary obstruction sign’).
 - (ii) Where the activity reduces the number of lanes available on a carriageway of three or more lanes
 - (iii) Where the activity requires a temporary traffic regulation order or notice, or the suspension of pedestrian crossing facilities.
 - (iv) Where the activity requires a reduction in width of the existing carriageway of a traffic-sensitive street at a traffic-sensitive time
44. The Contractor is responsible for identifying where any special measures such as temporary road closures are required and for applying for any Order that may be required in accordance with [INSERT WEB PAGE LINK].
45. The Contractor will not be required to pay any direct fee for any Permits or temporary traffic regulation orders. The costs of temporary traffic regulation orders will however be charged to the activity by the Service Manager or his/her representative.

Contractors Annual Plan

46. The **Annual Plan** is the programme for the provision of the service by the Contractor during each of the Council’s Financial Year prepared by the Contractor in accordance with this Service Information. The **Service Manager** will accept or notify the **Contractor** of his reasons for accepting or not as described in the Contract.
47. The **Annual Plan** informs the **Service Manager** of the **Contractors** plans to provide the service identifying the principal Equipment and other resources which he plans to use and will

include the following as a minimum to describe how the requirements of this specification will be met.

- (i) A copy of the proposed method statement.
- (ii) The order and timing of the work (programme).
- (iii) Details of the number and type of plant he proposes to use to undertake the work.
- (iv) Provisions for meeting health and safety, environmental and quality requirements.
- (v) Arrangements for training and ensuring the ongoing competency of People employed in the delivery of the service.
- (vi) When the Contractor will require access to any Affected Property, acceptances required from the Service Manager and any other things to be provided by the Employer.
- (vii) The name of any subcontractor proposed to carry out the work, the subcontractors Annual Plan and the proposed conditions of contract in accordance with the Contract.

Compliments, Complaints or other Feedback

48. Any compliments, complaints or other feedback received by the **Contractor** shall be recorded and a copy given to the **Service Manager** or representative each week in an agreed format. The record shall include the name and address of the complaint, compliment or other feedback including the date and details of the action taken by the **Contractor**.

Training & Competency

49. Details of the training and competency framework adopted by the Contractor will be submitted to the Service Manager as part of the Annual Plan and will include copies of all relevant certification for the staff and subcontractors employed in grass cutting activities.
50. The Contractor will ensure that those engaged in the management, supervision and undertaking of grass cutting operations are competent to do so.

Damage

51. Any damage caused by the **Contractors** activity in providing the service will be notified to the **Service Manager** and dealt with in accordance with the Contract.

Performance Management

52. [ADD PERFORMANCE MANAGEMENT MEASURES FOR GRASS CUTTING]

Health, Safety, Environmental & Quality

Health & Safety

53. The Contractor will at all times maintain safe and healthy working practices whilst providing the service. In doing so the Contractor will take into account the residual risks identified in Annexe [3]. When preparing the **Annual Plan** the Contractor will consider how these risks will be managed and will include details therein.

Environmental

54. [TO BE ADDED]

Quality Assurance

Monitoring and reviewing compliance with Service Information

55. The Contractor will ensure that suitable arrangements are in place to provide assurance that the activity is being delivered in accordance with the Service Information and will work with the **Service Manager** to develop a joint compliance/assurance regime for work delivered via the contract including for example reliability of quality of product, timeliness (programme), information and response to **Service Manager** requirements.
56. The proposed arrangements will be detailed in the **Annual Plan** and will be subject to the approval of the **Service Manager**.
57. The **Service Manager** will have areas of work inspected regularly to ensure that the Contract is being complied with. The results of these inspections will be provided to the Contractor.
58. The Service Manager will deduct any disallowed costs from the cost of charges. The Contractor will be required to keep and provide records of costs and activities associated with the rectification of urban grass cutting defects and this will be provided to the Service Manager or his/her representative on a monthly basis with the monthly application for payment (cost pack).

Contract Progress Meetings

59. The Contractor will be required to prepare for and attend a pre-season meeting, regular progress meetings throughout the grass cutting season and a post season review. Example meeting agenda are provided in Annexe [4].

Plant & Equipment

60. The Contractor shall give full details of all plant intending to be used on the contract together as part of the Annual Plan.
61. All vehicles shall be kept in a clean and serviceable condition maintained in accordance with the manufacturers service specification. No third-party advertising shall be displayed without the consent of the County Council.
62. The Contractor shall make his own arrangement for the storage and garaging of the plant and equipment.

Normal working hours

63. Normal working hours are from 07.00 hours to 19.00 hours, Monday to Saturday.
64. With only a few exceptions work outside normal working hours and on Sundays will normally be permissible but approval must be obtained from the **Service Manager** or his representative before the works are carried out. No extra payment shall be made for such works.

Noise Levels

65. The **Contractor** shall comply with the general recommendations set out in B.S. 5228 Code of Practice for Noise Control on Construction and Open Sites.

Innovation and Improvement Plan

[THE BELOW IS AN EXAMPLE OF IMPROVEMENT ACTIVITIES CURRENTLY BEING CONSIDERED]

66. Identifying a small number of trial planting verge areas for wildflowers to progress later this year (23/24) including sources of

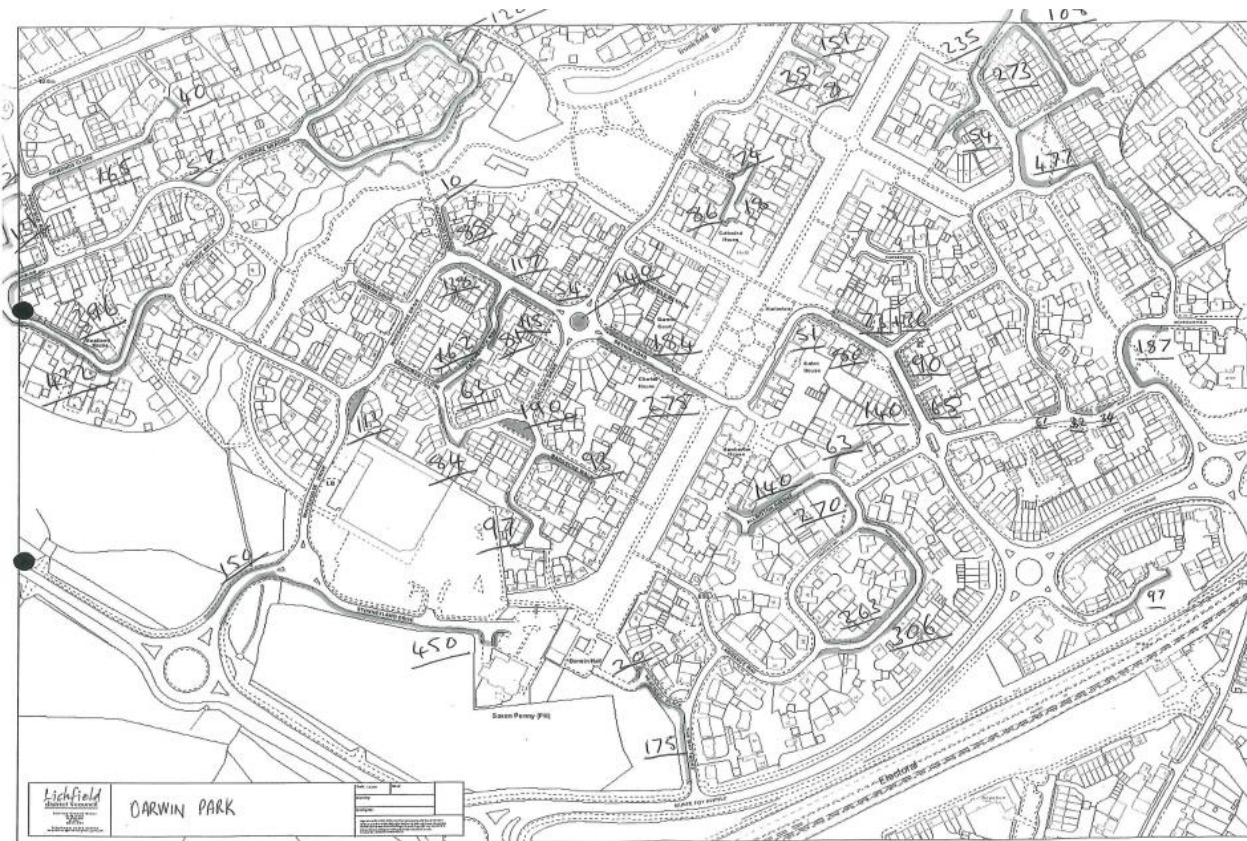
funding in conjunction with the supply chain as part of wider social value benefits.

67. To prepare a business case and seek funding (23/24) for a project to digitise around 4,500,000 sq. m of highway verge inventory that will enable informed development of bespoke local highway grass cutting and verge management arrangements across the county: meeting local needs, promoting biodiversity, supporting local flood management, reducing our operational CO2 and improving customer service through more localised and accurate information of the detail and timing of grass cutting and other verge management operations.

Annexe 1 – Urban Grass Cutting Maps

[Example of existing grass cutting maps/information]

Lichfield District Council



TOTAL 9109 Sqm

East Staffordshire Borough Council

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Newcastle-under-Lyme Borough Council

<u>Southern Area</u>				
<u>General Amenity Grass</u>				
<u>Area 5 Westbury Pk/Windermere Rd</u>				
<u>Location</u>	<u>Vehicle[s]</u>	<u>Date</u>	<u>Operative[s]</u>	<u>Comments</u>
Westbury Road				
Woodbridge Ave				
Halesworth Cres				
Aldeburgh Drive				
Hemsby Way				
Walsingham Gardens				
Rutherford Ave				
Carlton Ave				
Westbury Park Walkways				
Wye Road				
Westcliffe Ave				
Wye Rd Comm Centre				
Severn Drive				
Seabridge Lane [Clayton Rd to Roe Lane]				
Grasmere Ave				
Windermere Rd				
Kingsbridge Ave				
Clayton Library Field				
Rydal Way Field				

Annexe 2 – Urban Grass Cutting Programme

[Example of grass cutting programme]



2023 - Urban Grass Cutting Programme

Cut	Start date:	End Date:
Additional cut	Wednesday, March 1, 2023	31st March 2023
1st Cut	Monday, April 3, 2023	Monday, May 8, 2023
2nd Cut	Tuesday, May 9, 2023	Tuesday, June 13, 2023
3rd Cut	Wednesday, June 14, 2023	Wednesday, July 19, 2023
4th Cut	Thursday, July 20, 2023	Thursday, August 24, 2023
5th Cut	Friday, August 25, 2023	Friday, September 29, 2023
6th Cut	Sunday, October 1, 2023	Thursday, October 5, 2023
Clayton/Westlands/Seabridge	Stapenhill area	Cheadle/Freehay
Bampton/Basford/May Bank	Winshill area	Werrington/Wetley rocks
Town/Poolfields/Knutton	Stretton area	Cheddleton/Leek
Silverdale	Town area	Endon/Stockton Brook
Chesterton	Branston area	Brown Edge/Bagnall
Wolstanton/Porthill/Bradwell	Calais Road area	Kingsley/Ipstones/Waterhouses
Crackley/Red Street/Talke Pits	Horninglow area	Mayfield/Ramshorn/Ellastone
Talke/Kidsgrove/Butt Lane	Barton/Dunstall/Rangemore	Knypersley/Biddulph
Clough Hall/Dove Bank/Whitehill	Rough Hayes/Anslow	Stafford
Harriseahead/The Rookery/Mow Cop	Tutbury/Draycott in the clay	Great Bridgeford/Woodseves
Wood Lane/Audley/Wereton	Uttoxeter	Derrington/Church Eaton/Moreton
Balterley/Betley/Wrinehill/Madley	Oakamore/Alton	Gnosall/Bradley/Coppenhall
Keele	Denstone/Rocester	Tixall/Sandon/Salt
Halmer End/Alsagers bank	Bramshall/Loxley/Stramshall	Yarnfield/Swinnerton
Baldwins Gate/Hill Chorlton	Beamhurst/Checkley/Tean	Stone
Eccleshall/Loggerheads	Draycott in the Moors/Creswell	
	Spot Acre/Blythe Bride	
	Foresbrook/Boundary/Dillhorn	
	Admaston	

Annexe 3 - Construction (Design and Management) Regulations Design and Management

[Example of CDM Hazard Identification]

Staffordshire County Council CDM Designer Hazard Identification												
1. Section/Service/Team: Highways & the Built County (H&BC)											2. Assessor(s) H&BC - OMT	
3. Description of Task/Activity/Area/Premises etc. Urban Grass Cutting												
Hazard ID	Service	What are the hazards?	Who might be harmed?	How they may be harmed	What is the risk rating before control measures – H (6 or 9), M (3 or 4), L (Yellow), T (1)			Designer mitigating action	Contractors Action	Action Completed State the date completed and sign.	Residual Risk – H, M, L?	Has control measures reduced or maintained risk?
					Likelihood	Severity	Risk Rating					
1		Collision/Impact with other highway users	Employee and, Public/highway users and, Other - 3rd party contractor	Serious injury from impact, fractures, possible fatality	2	3	6	Traffic Management requirements				
2		Impact with utility apparatus	Employee and, Public/highway users and, Other - 3rd party contractor	Personal Injury or fatality	1	3	3	Included in Residual Risks for Contractor to mitigate				
3		Flying debris	Employee and, Public/highway users and, Other - 3rd party contractor	Eye damage	2	2	4	Equipment requirements				
4		Noise from machinery	Employee and, Public/highway users and, Other - 3rd party contractor	Hearing damage	1	2	2	Equipment requirements				
5		Storage of materials	Other - 3rd party contractor	Injury whilst handling materials	1	2	2	Included in Residual Risks for Contractor to mitigate				
6		Storage of plant	Other - 3rd party contractor	Injury whilst moving equipment	1	2	2	Included in Residual Risks for Contractor to mitigate				
7		Exposure to dusts from cut/blown material	Employee and, Public/highway users and, Other - 3rd party contractor	Breathing difficulties	1	2	2	Equipment requirements				
8		Exposure to fly tipped material/dog excrement	Employee and, Public/highway users and, Other - 3rd party contractor	Illness or fatality	1	2	2	Equipment requirements				
9		Exposure to noxious weeds or vegetation	Other - 3rd party contractor	Personal injury – irritation to skin, cuts, abrasions and dermatitis	1	2	2	Equipment requirements				
10		Injury while operating/attaching or removing equipment	Other - 3rd party contractor	Personal Injury or fatality	2	2	4	Included in Residual Risks for Contractor to mitigate				

Annexe 4 – Pre-Contract/season meeting and Contract Progress Meetings

Example Pre-Contract/Season Meeting Agenda

Contractor: [Add name]

Venue: [Add venue]

Date: [Add date and time]

1. Staffordshire County Council Organisation
2. **Employer** and other Key Stakeholders
3. **Service Manager** or representative
4. **Contractor's** Organisation
5. Health and Safety, Environmental and Quality (including CDM)
6. Contract Agreement
7. **Contractor's** Insurances
8. Possession of Sites (for example use of depots)
9. Date for Commencement (of contract)
10. **Contractor's** programme of works including key dates and milestones
11. **Contractor's** Offices
12. Sub-Contractors – form of contract/agreements
13. Other Suppliers
14. Statutory undertakers (where applicable)
15. Traffic Management
16. Measurement, Valuation and payment including disallowed cost mechanisms
17. Performance Management
18. Communication including 'Pitching the Message'
19. Information Required by the **Contractor**
20. Information required by the **Service Manager**
21. Risk Register
22. Progress Meetings
23. Any Other Business
24. Date of Next Meeting

Example Contract Progress Meeting Agenda**Contractor:** [Add name]**Venue:** [Add venue]**Date:** [Add date and time]

1. Apologies
2. Minutes of Previous Meeting
3. Matters Arising
4. Progress against agreed programme
5. Key Dates and milestones in the programme
6. Statutory Undertakers and co-ordination (where relevant)
7. Outstanding information required by the **Contractor**
8. Outstanding information required by the **Project Manager**
9. Risk Register
10. Sub Contractors
11. Suppliers
12. Third Parties
13. Traffic Management
14. Health and Safety, Quality and Environment
15. Complaints, Compliments and Feedback
16. Communications Plan
17. Measurement and Valuation
18. Early Warning Notices/Compensation Events/disallowed costs
19. Improvement Plan and Innovation
20. Any Other Business
21. Date of Next Meeting

25. NB Performance Management is not listed as a separate item, it is intended that performance information provides the evidence base for all items on the agenda

Highway Rural Verge Maintenance

Change Control

Date: [INSERT DATE]

Document Title	Highway [INSERT TITLE]
Author	[David Walters]
Owner	[INSERT OWNER]
Document Status	[DRAFT v1.1 June 2023]

Reviewer List

Name	Role	Version
Matt Thomas	Senior Engineer Highway Asset Management (SCC)	v1
Carl Williams	Operations Manager, Cyclical & Winter Service (Amey)	January 2023
Darren Corcoran	Principal Operations Manager (Amey)	

Approvals

Name	Role	Version
[INSERT NAME]	[INSERT NAME]	[INSERT VERSION AND DATE IE V1:2021]

Cabinet Approval

Name	Role	Version
[INSERT NAME]	[INSERT NAME]	[INSERT VERSION AND DATE IE V1:2021]

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Revision History

Version	Date	Change Description	Author
V1:2023	January 2023		
V1.1	June 2023	Updated following meeting with Operations Team	
V1.1.2	June 2023	Update for POSC	

NOTES FOR DOCUMENT COMPLETION

Identify Performance Measures

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Employers Requirements

1. To carry out cyclical maintenance (grass cutting) to rural highway verges and ad-hoc rural grass cutting as requested by the **Service Manager** to maintain visibility and enhance the safety of highway users in accordance with this Service Information and the **Contractors Annual Plan** approved by the **Service Manager**.

Operating Plan

2. The latest version of the **Contractors Annual Plan** approved by the **Service Manager**

Scope of Service

3. Cyclical grass cutting of rural highway verges adjacent to roads which generally have a speed limit greater than 40mph.
4. The area and extent of the service is the County of Staffordshire and those roads that are maintainable at public expense. In addition, there are a small number of locations where reciprocal cross boundary agreements are in place with adjacent local authorities to locally cut areas of grass outside the County of Staffordshire. This is referred to hereafter as the "Area Network".
5. The aim of the rural grass cutting service is to minimise the risk of grass encroaching onto the highway; inhibit the establishment of self-set trees and injurious weeds within the area cut; prevent obstruction of sight lines.

Asset Data

6. As contained within Annexe 1 – Traffic Groups, Annexe 2 - List of Roads and Annexe 3 - Rural Grass Cutting Maps.

Service Level Risk Assessment

7. The level of service provided and, service level risk assessment is provided below.

Service Provided

Table [7.1] Service Provided	
Service Provided	Service Not Provided
Cyclic single swath grass cutting of rural roads traffic groups 1 to 4 three times per year, traffic groups 5 and 6 twice per year.	Maintenance of non-highway grassed areas such as public open spaces, village greens, verges which are not highway maintainable at public expense.
Cyclic grass cutting of visibility splays on junctions, bends, laybys, and central reservations on dual carriageways cut to full width for visibility purposes three times per annum.	Maintenance of verges which form part of the strategic and trunk road network which are the responsibility of National Highways.
Grass is to be cleared around columns, safety fences, signposts and walls, and grass which cannot be cut by machine, is to be trimmed by other means.	Maintenance of grassed areas within private streets or unadopted roads.
	No grass is collected for removal. Grass deposited on footways as part of rural grass cutting is not removed.
	Enforcement of highway rights for non-highway soft landscape assets.
	Soft landscape enhancements.
	Maintenance of soft landscape for aesthetic reasons.
	Litter collection before, during or after the grass cutting works.
	Carrying out privately funded works to soft landscaping to abate nuisance issues.
	Selective weed treatment of grass verges.

Service Risks

Table [7.2] Service Risks	
Issue	Overgrown grass verges

<p>Potential Risks</p>	<p>Reduced highway safety due to obstructions/visibility (Safety) Delayed movement of traffic due to encroachment causing restriction to roads and footways (Traffic) Impact on people with limited mobility (Equality) Detrimental effect on/risk to highway asset condition (Damage) Growth of noxious weeds in verges (Environmental)</p>	<p>Mitigating Actions</p>	<p>Cyclical Maintenance as described in Table [7.1] above. Ad hoc additional grass cutting as instructed by the Service Manager as a result of impaired visibility by overgrown vegetation.</p>
	<p>Growth of self-set vegetation including trees within the areas of rural verges that are not cut beyond the single swath. (Damage) Growth of vegetation within areas of rural verges that are not cut beyond the single swath affecting other highway and non-highway assets including drainage features and ditches. (Damage)</p>	<p>Mitigating Actions</p>	<p>None, the current rural grass cutting regime does not include a full width cut apart from locally as required for visibility.</p>

Payment Mechanism

8. Cyclical grass cutting to be paid as described in the contract.
9. On occasions the **Contractor** may be asked to carry out other grass cutting within the Area Network on an ad hoc basis. This may

include slopes and banks. Payment for this additional work will be as described in the contract.

Risk Profile

10. Quantities of work in excess of the quantities included in the Annual Budgetary Plan are the Employer's risk. The number of grass cuts in excess of the number stated per year in the Annual Budgetary Plan are also the Employer's risk together with changes to the Area Network the quantities for which will be reviewed on an annual basis.

Service Levels

Description of works

11. In accordance with the Highway Infrastructure Asset Management Plan Volume 8 – Soft Landscaping of the Highway Infrastructure Asset Management Plan the main priority for rural grass cutting is to maintain visibility and enhance the safety of highway users.
12. Rural grass is generally defined as grass adjacent to roads which have a speed limit of 40mph and above. Grass is cut to prevent encroachment on to the highway, the establishment of self-set trees within the area cut, the obstruction of sight lines and to inhibit the growth of injurious weeds within the area cut.
13. Rural grass shall be cut to a leave the remaining grass/roadside vegetation at an average height of [100] mm.
14. On roads in Traffic Groups 1 to 4, referred to hereafter as "Priority 1" roads, grass cutting will be limited to a single swath (approximately 1m) adjacent to the carriageway edge. This will be carried out three times per year.
15. On roads in Traffic Groups 5 and 6, referred to hereafter as "Priority 2" roads, grass cutting will be limited to a single swathe adjacent to the carriageway twice per year.
16. All visibility splays on junctions and bends and, in addition central reservations on dual carriageways will be cut to the full width required for visibility purposes, three times per year, or at a greater frequency, if necessitated by safety considerations.
17. Generally, the single swathe will be adjacent to the carriageway but, in some locations, it may be set back due to the presence of a

footway or cycleway. In these locations single swath cuts will be carried out as shown in paragraph [xx].

18. A full width cut will be carried out on non-planted areas of roundabouts and splitter islands.
19. All grass is to be cleared around columns, safety fences, signposts and walls, and grass which cannot be cut by machine, is to be trimmed by other means.
20. Certain lengths of verge are set aside as conservation areas and shall be dealt with as described in paragraph [XX].
21. No grass is collected for removal or removed from footways or the carriageway.
22. The **Service Manager** may instruct an additional cut to all or parts of the network.
23. The **Service Manager** may instruct additional grass cutting for the purpose of visibility or safety in accordance with the Highway Safety Inspections Code of Practice.

Frequency and programme of cuts

24. Cutting for the Priority 1 routes will normally start in May for the first cut, June for the second cut and September for the final cut. The actual start dates and programme will be agreed between the **Contractor** and the **Service Manager** depending on the grass growing conditions within the season.
25. Cutting for the Priority 2 routes will generally commence in May for the first cut and August for the second cut. The actual start dates and programme will be agreed between the **Contractor** and the **Service Manager** depending on the grass growing conditions within the season.
26. In some parts of the county, due to arrangements to protect local wildlife, some locations are only cut once per year.
27. Areas that need to be cut back at junctions and bends for good visibility are generally cut to full width as described in paragraphs [41] to [43] below.
28. Work will be scheduled in a planned manner as approved by the **Service Manager** or representative. An example format for a

grass cutting schedule to be provided by the Contractor is provided in Annexe [3]. Such schedules shall be submitted to the County Council for approval two 2 weeks before the start of the first and subsequent cuts.

29. On occasions it may be necessary for the County Council to delete from the Contract areas of grass cutting included therein, and the right so to do is expressly reserved for the County Council.
30. The County Council may amend the frequency of the grass cutting during the period of the contract. Any change in the frequency normally be notified to the Contractor prior to the start of the grass cutting season.
31. Should the frequency be changed, any change in costs will be assessed as described in the Contract.
32. The Contractor will provide an updated programme for approval by the Service Manager within 2 weeks of an additional or reduced cut to the basic service being instructed.

Designated roadside nature reserves

33. Designated roadside nature reserves will have bespoke cutting regimes. These will usually be Sites of Special Scientific Interest (SSSI) which is a formal conservation designation. Designated roadside verges are classified in one of four Zones, A to D as described below.
34. **ZONE A : The Moors and uplands.** This zone encloses the Leek Moors SSSI and the areas designated as Special Areas of Conservation (SAC) & Special Protection Areas (SPA). SPAs are designated for their importance for breeding birds, which makes spring/summer cuts undesirable to miss the nesting season. The SAC is designated for its Moorland vegetation, acidic grasslands, marshy acidic grassland each with a characteristic suite of plants, many of which because of reduced competition appear on the verges within the Moorlands, or maybe they are just more apparent there. To ensure the continued reappearance or spread of these species it is desirable to allow the plants to complete their life cycle and to set seed before they are mowed.
35. Locations in Zone A receive one cut per year late in the season i.e., September/October in order to miss the bird breeding season, to allow the verge plants to set seed and to leave as short a sward as

possible at the beginning of the next growing season to minimise the competition for the low-growing forbs.

36. **ZONE B: Calcareous grasslands.** The objectives of management in this area are specifically to deliver improvements to the verge sward. These grasslands develop best when the sward is short at the beginning of the growing season which allows the low-growing forbs maximum access to light which helps them to develop flowering heads and to set seed later in the season. The second aim is to allow the plants to set seed before being cut. Whilst this type of grasslands may benefit from having the arisings removed, this is only carried out on selected sites.
37. Zone B verges are mown once during August. It is envisaged that Zone B more than Zone A, because of its relatively sheltered aspect and likely more fertile soils, may require an additional cut early in the season in March/April to leave the shortest possible sward at the beginning of the growing season.
38. **ZONE C: Verges with woodland character.** Comprising mainly the area surrounding the Churnet valley. The objective is to allow the early flowering woodland flora to set seed before it is cut back and to allow road-users to enjoy the best of the bluebell show and other woodland plants. The wooded verges can become overgrown and densely vegetated later in the season.
39. Zone C grass verges are mown twice per year, the first cut to be conducted late June/early July to allow woodland plants to set seed with the second cut being carried out at the end of the cutting season to maintain visibility.
40. **ZONE D: Verges in areas which have not yet been surveyed.** Significant areas outside the limestone, Moorlands and woodlands have not been subjected to much systematic surveys and so they contain unknown resources. Where these verges are surveyed by local volunteers to identify the biological resources these may be added to Zone A to C. Until these verges are surveyed, they will be mown in accordance with the general specification rural grass cutting.
41. The actual start dates and programme for designated roadside verges will be agreed between the **Contractor** and the **Service Manager** depending on the grass growing conditions within the season.

Other special areas

42. The **Contractor's** attention is drawn to certain lengths of verge which are set aside as other special areas. These be notified to the Contractor by the Service Manager and/or identified by marker posts on verges. No cutting shall take place between the inner sides of any marker posts or defined area unless specifically advised by the **Service Manager** or their representative. Some grassed areas have been planted with spring bulbs or wildflower seeds and are should be excluded from cutting until in the case of spring bulbs the foliage has died off completely and, in the case of wildflower areas the seed has been set.

Extended grass cutting at junctions, bends and laybys for visibility

43. Grass verges at junctions shall be cut to the standards as shown in the following Diagram [42]. Where the position of boundary hedges, walls or fences does not allow an extended visibility cut in full at road junctions, the maximum width of cut may be reduced until a sight line can be obtained.

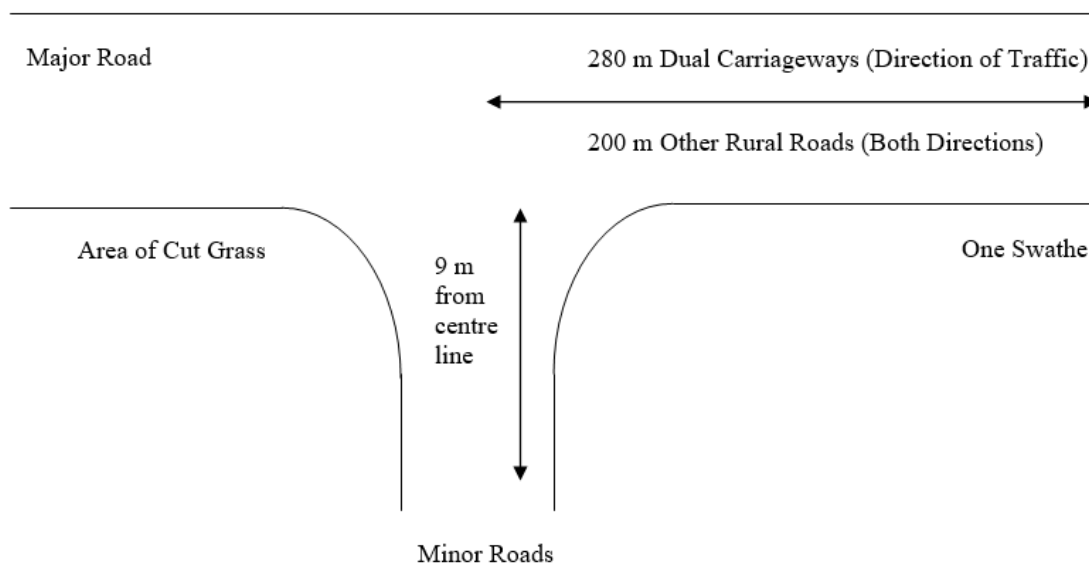


Diagram [42] Visibility splay at road junctions

44. The horizontal verge on the inside of a bend must be cut back to a width of 9 metres from the centre line of the carriageway, or to the boundary hedge, wall, fence, ditch or embankment if this width is not present.
45. Visibility splays will also be cut at laybys as described in paragraph [42] above and illustrated in the example Diagram [44] below.

Diagram [44] Laybys – [TO BE INSERTED]**General**

46. Prior to any grass cutting operation any obvious debris which may create a possible hazard to persons or property during grass cutting shall be removed.
47. Tractors mounted with grass cutting equipment shall comply with manufacturer's recommendations regarding the fitting and operation of attachments. Grass cutting equipment fitted to tractors shall comply with manufacturer's recommendations regarding the fitting and operation of such attachments. All dedicated grass-cutting machines shall have an effective silencer of the type originally fitted on manufacture. All grass cutting equipment, whether self-propelled or attached to a tractor, shall comply with the following:
 - (i) All cutters and blades shall be sharpened and set according to the manufacturer's recommendations to ensure a consistent cleanly mown sward and the height of cut determined as the height above ground level to the cutting blade measured with the machine standing on a hard level surface.
 - (ii) All guards shall be in place and in good condition and all safety devices shall be operational and of a type originally fitted on manufacture.
 - (iii) For grass and vegetation cutting on slopes, the grass-cutting equipment manufacturer's recommendations relating to safe gradients for cutting shall be observed.
48. During periods when ground conditions are so wet as to prevent grass cutting without causing damage to the surface or producing divots, operations shall cease and shall recommence only when ground and weather conditions are suitable.

Safety at Road Works and Street Works

49. The Contractor is responsible for providing signing, lighting and guarding of works in accordance with the latest edition of 'Safety at

street works and road works: a code or practice¹ (hereinafter referred as the CoP), or Chapter 8 of the Traffic Signs Manual for dual carriageways with a speed limit of 50mph or more or where the situation is not covered by the code of practice for street works and road works.

Traffic Management Act 2004 - Permits

50. The Employer maintains the roles of “traffic manager” and “local traffic authority” under the Traffic Management Act 2004 from time to time in force.
51. The Contractor will, when so instructed by the Service Manager or representative assist the Employer to meet the obligations placed on it under the Traffic Management Act 2004 from time to time in force.
52. In providing the service, the Contractor will wherever possible seek to deliver planned maintenance works together in order to minimise network disruption.
53. The Contractor will minimise the impact of congestion (including but not necessarily limited to out of hours or off-peak working in locations where congestion is an issue) and take into consideration safe pedestrian and cyclist access.
54. The Contractor is required to comply with all traffic management legislation (from time to time in force), including but not limited to the New Roads and Street Works Act 1991 (NRSWA) and the Traffic Management Act 2004 (TMA).
55. The Contractor will be responsible for applying for Permits that are required under the West & Shires Permit Scheme from the local traffic authority. Permits will be required for rural grass cutting activities when any of the following circumstances apply.
 - (i) Where the activity requires the use of any form of temporary traffic control as defined in the CoP (give and take, priority, stop/go boards, portable traffic signals, speed reduction, convoy working, road closure or one way traffic, ‘stop-works’ sign, ‘temporary obstruction sign’).
 - (ii) Where the activity reduces the number of lanes available on a carriageway of three or more lanes

¹ [Safety at street works and road works : a code practice](#)

- (iii) Where the activity requires a temporary traffic regulation order or notice, or the suspension of pedestrian crossing facilities.
 - (iv) Where the activity requires a reduction in width of the existing carriageway of a traffic-sensitive street at a traffic-sensitive time
56. The Contractor is responsible for identifying where any special measures such as temporary road closures are required and for applying for any Order that may be required in accordance with [INSERT WEB PAGE LINK].
57. The Contractor will not be required to pay any direct fee for any Permits or temporary traffic regulation orders. The costs of temporary traffic regulation orders will however be charged to the activity by the Service Manager or representative.

Contractors Annual Plan

58. The **Annual Plan** is the programme for the provision of the service by the Contractor during each of the Council's Financial Year prepared by the Contractor in accordance with this Service Information. The **Service Manager** will accept or notify the **Contractor** of his reasons for accepting or not as described in the Contract.
59. The **Annual Plan** informs the **Service Manager** of the **Contractors** plans to provide the service identifying the principal Equipment and other resources which he plans to use and will include the following as a minimum to describe how the requirements of this specification will be met.
- (i) A copy of the proposed method statement.
 - (ii) The order and timing of the work (programme).
 - (iii) Details of the number and type of plant he proposes to use to undertake the work.
 - (iv) Provisions for meeting health and safety, environmental and quality requirements.
 - (v) Arrangements for training and ensuring the ongoing competency of People employed in the delivery of the service.
 - (vi) When the Contractor will require access to any Affected Property, acceptances required from the Service Manager and any other things to be provided by the Employer.

- (vii) The name of any subcontractor proposed to carry out the work, the subcontractors Annual Plan and the proposed conditions of contract in accordance with the Contract.

Compliments, Complaints or other Feedback

60. Any compliments, complaints or other feedback received by the **Contractor** shall be recorded and a copy given to the **Service Manager** or representative each week in an agreed format. The record shall include the name and address of the complaint, compliment or other feedback including the date and details of the action taken by the **Contractor**.

Training & Competency

61. Details of the training and competency framework adopted by the Contractor will be submitted to the Service Manager as part of the Annual Plan and will include copies of all relevant certification for the staff and subcontractors employed in grass cutting activities.
62. The Contractor will ensure that those engaged in the management, supervision and undertaking of grass cutting operations are competent to do so.

Damage

63. Any damage caused by the **Contractors** activity in providing the service will be notified to the **Service Manager** and dealt with in accordance with the Contract.

Performance Management

64. [ADD PERFORMANCE MANAGEMENT MEASURES FOR GRASS CUTTING]

Health, Safety, Environmental & Quality

Health & Safety

65. The Contractor will at all times maintain safe and healthy working practices whilst providing the service. In doing so the Contractor will take into account the residual risks identified in Annexe [5]. When preparing the **Annual Plan** the Contractor will consider how these risks will be managed and will include details therein.

Environmental

66. [TO BE ADDED]

Quality Assurance

Monitoring and reviewing compliance with Service Information

67. The Contractor will ensure that suitable arrangements are in place to provide assurance that the activity is being delivered in accordance with the Service Information and will work with the **Service Manager** to develop a joint compliance/assurance regime for work delivered via the contract including for example reliability of quality of product, timeliness (programme), information and response to **Service Manager** requirements.
68. The proposed arrangements will be detailed in the **Annual Plan** and will be subject to the approval of the **Service Manager**.
69. The **Service Manager** will have areas of work inspected regularly to ensure that the Contract is being complied with. The results of these inspections will be provided to the Contractor.
70. The Service Manager will deduct any disallowed costs from the cost of charges. The Contractor will be required to keep and provide records of costs and activities associated with the rectification of rural grass cutting defects and this will be provided to the Service Manager or representative on a monthly basis with the monthly application for payment (cost pack).

Contract Progress Meetings

71. The Contractor will be required to prepare for and attend a pre-season meeting, regular progress meetings throughout the grass cutting season and a post season review. Example meeting agenda are provided in Annexe [6].

Plant & Equipment

72. The Contractor shall give full details of all plant intending to be used on the contract together as part of the Annual Plan.
73. All vehicles shall be kept in a clean and serviceable condition maintained in accordance with the manufacturers service

specification. No third-party advertising shall be displayed without the consent of the County Council.

74. The Contractor shall make his own arrangement for the storage and garaging of the plant and equipment.

Normal working hours

75. Normal working hours are from 07.00 hours to 19.00 hours, Monday to Saturday.
76. With only a few exceptions work outside normal working hours and on Sundays will normally be permissible but approval must be obtained from the **Service Manager** or his representative before the works are carried out. No extra payment shall be made for such works.

Noise Levels

77. The **Contractor** shall comply with the general recommendations set out in B.S. 5228 Code of Practice for Noise Control on Construction and Open Sites.

Innovation and Improvement Plan

[THE BELOW IS AN EXAMPLE OF IMPROVEMENT ACTIVITIES CURRENTLY BEING CONSIDERED]

78. Identifying a small number of trial planting verge areas for wildflowers to progress later this year (23/24) including sources of funding in conjunction with the supply chain as part of wider social value benefits.
79. To prepare a business case and seek funding (23/24) for a project to digitise around 4,500,000 sq. m of highway verge inventory that will enable informed development of bespoke local highway grass cutting and verge management arrangements across the county: meeting local needs, promoting biodiversity, supporting local flood management, reducing our operational CO2 and improving customer service through more localised and accurate information of the detail and timing of grass cutting and other verge management operations.

Annexe 1 – Traffic Groups

Traffic Group	Definition
01	Roads carrying over 1,250 commercial vehicles per day in each direction.
02	Primary Route Network and roads carrying between 750 and 1,250 commercial vehicles per day in each direction.
03	Roads carrying between 250 and 750 commercial vehicles per day in each direction.
04	Roads carrying between 75 and 250 commercial vehicles per day in each direction. Industrial estate distributor roads. Main access roads to rural communities. Commuter Routes. Main distributor roads on large housing estates serving more than 500 homes.
05	Roads carrying between 10 and 75 commercial vehicles per day in each direction. Links to industrial estate distributor roads. Housing estate roads serving between 300 and 500 homes.
06	Roads carrying less than 10 commercial vehicles per day in each direction. Housing estate roads including culs-de-sac serving less than 300 homes.
07	Rear access roads on housing estates.

Explanatory Notes

1. (a) A commercial vehicle is defined as one having an unladen weight of over 1½ tonnes, including buses and coaches.
(b) The traffic figures relate to a 24 hour day.
2. (a) Main access roads to rural communities: under normal circumstances, only one main access road in and out of the community shall be nominated.
3. Commuter roads are those roads where a significant increase in traffic volume occurs in peak periods, i.e. 8-10 am and 4-6 pm.

Annexe 2 – List of Roads

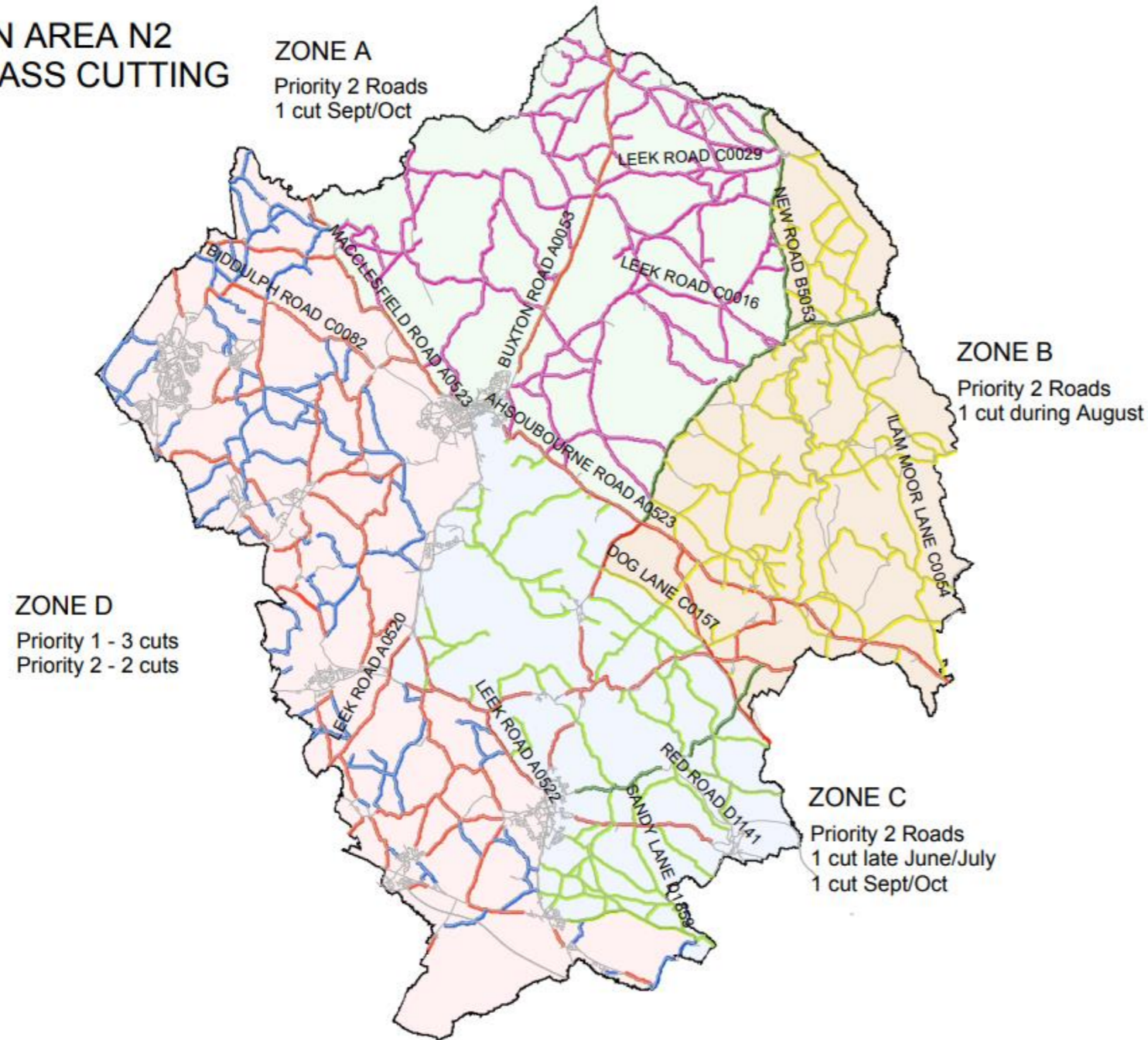
[The below is shown as a sample of the List of Roads for Rural Grass Cutting]

Road Name	Location	Zone	FROM_DESC	TO_DESC	CUT_TYPE	NOTES	ROAD_NO	Road Length	Multiplication Factor	Total Cut Length (per cut)	Total Annual Cut Length
STANTON LANE	E1	None	JUNCTION A0052 LEEK ROAD	JUNCTION C0103 DALE LANE	1 CUT DURING AUGUST		C0281	2748.27	X2	5496.54	5496.54
FLATHER LANE	E1	None	JUNCTION C0281	END	1 CUT DURING AUGUST		D1387	668.45	X2	1336.89	1336.89
BULLGAP LANE	E1	None	JUNCTION C0103 DALE LANE	DIVISIONAL BOUNDARY	1 CUT DURING AUGUST		D1389	1378.59	X2	2757.17	2757.17
DALE LANE	E1	None	JUNCTION A0052 RUE HILL ROAD	DIVISIONAL BOUNDARY	1 CUT DURING AUGUST		D1132	737.36	X2	1474.73	1474.73
BACK LANE	E1	None	JUNCTION A0052 RUE HILL ROAD	JUNCTION C0003 ELLASTONE ROAD	1 CUT DURING AUGUST		D1403	3163.64	X2	6327.29	6327.29
THORSWOOD LANE/THE STITCHINGS	E1	None	JUNCTION C0103 DALE LANE	30 MPH SIGNS	1 CUT DURING AUGUST		D1386	1529.79	X2	3059.57	3059.57
SLADE HOLLOW LANE	E1	None	JUNCTION C0103 TOWN HEAD	JUNCTION D1386 BANK SIDE	1 CUT DURING AUGUST		D1386	394.94	X2	789.87	789.87
BANK SIDE	E1	None	JUNCTION C0103 TOWN HEAD	JUNCTION SLADE HOLLOW LANE	1 CUT DURING AUGUST		D1386	205.67	X2	411.33	411.33
CHAFF LANE	E1	None	JUNCTION D1386 BANK SIDE	JUNCTION C0103 TOWN HEAD	1 CUT DURING AUGUST		D1386	133.06	X2	266.12	266.12
BANKER WALL LANE	E1	None	JUNCTION C0103 FIELD LANE	START OF G1383 WILD HAY LANE	1 CUT DURING AUGUST		D1383	514.12	X2	1028.24	1028.24
HALL LANE	E1	None	JUNCTION C0003 ELLASTONE ROAD	JUNCTION G1383 WILD HAY LANE	1 CUT DURING AUGUST		D1383	659.86	X2	1319.71	1319.71
WILD HAY LANE	E1	None	JUNCTION D1383 HALL LANE	JUNCTION G1383 WILD HAY LANE	1 CUT DURING AUGUST		D1383	154.56	X2	309.11	309.11
SALTS LANE	E1	None	JUNCTION D1383 HALL LANE	JUNCTION D1383 HALL LANE	1 CUT DURING AUGUST		D1383	129.01	X2	258.02	258.02

Annexe 3 – Rural Grass Cutting Maps

[The below is shown as an example of maps of Rural Grass Cutting]

NORTHERN AREA N2 RURAL GRASS CUTTING



Annexe 4 – Example minimum requirements for Grass Cutting Programme from Contractor

[The below is shown as an example of the programme for rural dual carriageway grass cutting]



2023 - Rural Dual Carriageway Grass Cutting Programme

Road No	District	Road Name(s)	1st Cut	2nd Cut	3rd Cut	Section From	Section To	Lane	Carriageway
A34	Stone	Stone Road	4/17/2023	7/3/2023	9/11/2023	Monkey Forest	Longton Road	2	Sthbnd & Nthbnd
A34	Stone	Stone Road	4/18/2023	7/4/2023	9/12/2023	Longton Road	Monkey Forest	1	Sthbnd & Nthbnd
A34	Stone	Stone Road	4/19/2023	7/5/2023	9/13/2023	Strongford Bridge	Fox Garage	2	Sthbnd & Nthbnd
A34	Stone	Stone Road	4/20/2023	7/6/2023	9/14/2023	Strongford Bridge	Darlaston Inn	1	Sthbnd
A34	Stone	Stone Road	4/21/2023	7/7/2023	9/15/2023	Fox Garage	Darlaston Inn	2	Sthbnd & Nthbnd
A34	Stone	Stone Road	4/24/2023	7/10/2023	9/18/2023	Darlaston Inn	Strongford Bridge	1	Nthbnd
A34	Stone	The Fillybrooks	4/25/2023	7/11/2023	9/19/2023	Darlaston Inn	B5026 Eccleshall Road	1	Sthbnd & Nthbnd
A34	Stone	The Fillybrooks	4/26/2023	7/12/2023	9/20/2023	Darlaston Inn	Yarnfield Lane	2	Sthbnd & Nthbnd
A34	Stone	The Fillybrooks	4/27/2023	7/13/2023	9/21/2023	Yarnfield Lane	B5026 Eccleshall Road	2	Sthbnd & Nthbnd
A34	Stone	Stafford Road	4/28/2023	7/14/2023	9/22/2023	B5026 Eccleshall Road	A51 Aston Roundabout	1	Sthbnd & Nthbnd
A34	Stone	Stafford Road	5/2/2023	7/17/2023	9/25/2023	Aldi Traffic Lights	A51 Aston Roundabout	-	Sthbnd
A34	Stone	Stafford Road	5/3/2023	7/18/2023	9/26/2023	B5026 Eccleshall Road	A51 Aston Roundabout	2	Sthbnd & Nthbnd
A34	Stone	Stafford Road	5/4/2023	7/19/2023	9/27/2023	A51 Aston Roundabout	Enson Lane	2	Sthbnd & Nthbnd
A34	Stone	Stone Road	5/5/2023	7/20/2023	9/28/2023	Enson Lane	Speed camera Farm Drive	2	Sthbnd & Nthbnd
A34	Stafford	Stafford Road/Stone Road	5/9/2023	7/21/2023	9/29/2023	A51 Aston Roundabout	Red Hill Roundabout	1	Sthbnd
A34	Stafford	Stone Road	5/10/2023	7/24/2023	10/2/2023	Speed camera Farm Drive	Red Hill Roundabout	2	Sthbnd & Nthbnd
A34	Stafford	Stone Road/Stafford Road	5/11/2023	7/25/2023	10/3/2023	Red Hill Roundabout	A51 Aston Roundabout	1	Nthbnd
A34	Stafford	A34 Link Road	5/12/2023	7/26/2023	10/4/2023	Red Hill Roundabout	M6 Jct 14	2	Sthbnd & Nthbnd
A51	Stafford	Lichfield Road/London Road	5/15/2023	7/27/2023	10/5/2023	Sandon	Weston	2	Westbnd & Eastbnd
A51	Stafford	Lichfield Road/London Road	5/16/2023	7/28/2023	10/6/2023	Sandon	Weston	1	Westbnd & Eastbnd
A460	Cannock	Wolverhampton Road/Lodge Lane	5/17/2023	7/31/2023	10/9/2023	M6 Jct 11	Saredon Road	2	Nthbnd & Sthbnd
A460	Cannock	Wolverhampton Road/Lodge Lane	5/18/2023	8/1/2023	10/10/2023	M6 Jct 11	Saredon Road	1	Nthbnd & Sthbnd
A449	Cannock	Wolverhampton Road	5/19/2023	8/2/2023	10/11/2023	Rodbaston	Gailey	2	Sthbnd & Nthbnd
A449	South Staffs	Stourbridge Road	5/22/2023	8/3/2023	10/12/2023	Lloyd Hill	end of dual Wombourne	2	Sthbnd & Nthbnd
A449	South Staffs	Stourbridge Road	5/23/2023	8/4/2023	10/13/2023	Lloyd Hill	end of dual Wombourne	1	Sthbnd & Nthbnd
A38	Lichfield	A38 Weeford to Bassetts Pole	5/24/2023	8/7/2023	10/16/2023	Weeford Island	Bassetts Pole Island	1	Sthbnd
A38	Lichfield	A38 Weeford to Bassetts Pole	5/25/2023	8/8/2023	10/17/2023	Weeford Island	Bassetts Pole Island	2	Sthbnd
A38	Lichfield	A38 Bassetts Pole to Weeford	5/26/2023	8/9/2023	10/18/2023	Bassetts Pole Island	Weeford Island	2	Nthbnd
A38	Lichfield	A38 Bassetts Pole to Weeford	5/30/2023	8/10/2023	10/19/2023	Bassetts Pole Island	Weeford Island	1	Nthbnd
A38	Lichfield	A38 Bassetts Pole Island	5/31/2023	8/11/2023	10/20/2023	Bassetts Pole Island	Bassetts Pole Island	Ring	-
A453	Lichfield	Sutton Road	6/1/2023	8/14/2023	10/23/2023	Bassetts Pole Island	end of Dual	2	Eastbnd & Westbnd
A461	Lichfield	Walsall Road	6/2/2023	8/15/2023	10/24/2023	Muckley Corner	Walsall/SCC Boundary	2	Sthbnd & Nthbnd

Annexe 5 – Construction (Design and Management) Regulations 2015

[Example of CDM Hazard Identification]

Staffordshire County Council CDM Designer Hazard Identification												
1. Section/Service/Team: Highways & the Built County (H&BC)						2. Assessor(s) H&BC - OMT						
3. Description of Task/Activity/Area/Premises etc. Rural Grass Cutting												
Hazard ID	Service	What are the hazards?	Who might be harmed?	How they may be harmed	What is the risk rating before control measures – H (6 or 9), M (3 or 4), L (Yellow), T (1)			Designer mitigating action	Contractors Action	Action Completed State the date completed and sign.	Residual Risk – H, M, L?	Has control measures reduced or maintained risk?
					Likelihood	Severity	Risk Rating					
1		Collision/Impact with other highway users	Employee and, Public/highway users and, Other - 3rd party contractor	Serious injury from impact, fractures, possible fatality	2	3	6	Traffic Management requirements				
2		Impact with utility apparatus	Employee and, Public/highway users and, Other - 3rd party contractor	Personal Injury or fatality	1	3	3	Included in Residual Risks for Contractor to mitigate				
3		Flying debris	Employee and, Public/highway users and, Other - 3rd party contractor	Eye damage	2	2	4	Equipment requirements				
4		Noise from machinery	Employee and, Public/highway users and, Other - 3rd party contractor	Hearing damage	1	2	2	Equipment requirements				
5		Storage of materials	Other - 3rd party contractor	Injury whilst handling materials	1	2	2	Included in Residual Risks for Contractor to mitigate				
6		Storage of plant	Other - 3rd party contractor	Injury whilst moving equipment	1	2	2	Included in Residual Risks for Contractor to mitigate				
7		Exposure to dusts from cut/blown material	Employee and, Public/highway users and, Other - 3rd party contractor	Breathing difficulties	1	2	2	Equipment requirements				
8		Exposure to fly tipped material/dog excrement	Employee and, Public/highway users and, Other - 3rd party contractor	Illness or fatality	1	2	2	Equipment requirements				
9		Exposure to noxious weeds or vegetation	Other - 3rd party contractor	Personal injury – irritation to skin, cuts, abrasions and dermatitis	1	2	2	Equipment requirements				
10		Injury while operating/attaching or removing equipment	Other - 3rd party contractor	Personal Injury or fatality	2	2	4	Included in Residual Risks for Contractor to mitigate				

Annexe 6 – Pre-Contract/season meeting and Contract Progress Meetings

Example Pre-Contract/Season Meeting Agenda

Contractor: [Add name]

Venue: [Add venue]

Date: [Add date and time]

1. Staffordshire County Council Organisation
2. **Employer** and other Key Stakeholders
3. **Service Manager** or representative
4. **Contractor's** Organisation
5. Health and Safety, Environmental and Quality (including CDM)
6. Contract Agreement
7. **Contractor's** Insurances
8. Possession of Sites (for example use of depots)
9. Date for Commencement (of contract)
10. **Contractor's** programme of works including key dates and milestones
11. **Contractor's** Offices
12. Sub-Contractors – form of contract/agreements
13. Other Suppliers
14. Statutory undertakers (where applicable)
15. Traffic Management
16. Measurement, Valuation and payment including disallowed cost mechanisms
17. Performance Management
18. Communication including 'Pitching the Message'
19. Information Required by the **Contractor**
20. Information required by the **Service Manager**
21. Risk Register
22. Progress Meetings
23. Any Other Business
24. Date of Next Meeting

Example Contract Progress Meeting Agenda

Contractor: [Add name]
Venue: [Add venue]
Date: [Add date and time]

1. Apologies
2. Minutes of Previous Meeting
3. Matters Arising
4. Progress against agreed programme
5. Key Dates and milestones in the programme
6. Statutory Undertakers and co-ordination (where relevant)
7. Outstanding information required by the **Contractor**
8. Outstanding information required by the **Project Manager**
9. Risk Register
10. Sub Contractors
11. Suppliers
12. Third Parties
13. Traffic Management
14. Health and Safety, Quality and Environment
15. Complaints, Compliments and Feedback
16. Communications Plan
17. Measurement and Valuation
18. Early Warning Notices/Compensation Events/disallowed costs
19. Improvement Plan and Innovation
20. Any Other Business
21. Date of Next Meeting

25. **NB Performance Management is not listed as a separate item, it is intended that performance information provides the evidence base for all items on the agenda**

Appendix [3] - List of organisations carrying out urban highway grass cutting.

Barlaston Parish Council

Berkswich Parish Council

Brocton Parish Council

Cannock Chase Council

Edingale Parish Council

Fulford Parish Council

Haughton Parish Council

Hixon Parish Council

**Infrastructure Plus (Amey) – East
Staffordshire, Newcastle-under-Lyme,
Staffordshire Moorlands, Stafford Borough
(part),**

Lichfield City Council

Lichfield District Council

Longdon Parish Council

Madeley Parish Council

Rolleston On Dove Parish Council

Stafford Borough Council - Grass Cutting

Stowe By Chartley Parish Council

Swynnerton Parish Council

Tamworth Borough Council

South Staffordshire District Council

Wall Parish Council

Weston With Gayton Parish Council

Whittington & Fisherwick Parish Council

Yoxall Parish Council

Prosperous Overview and Scrutiny Committee - Thursday 06 July 2023

Staffordshire Bus Strategy

Recommendation

I recommend that the Committee:

- a. Considers and provides comments on the proposal to complete the process for the creation of an Enhanced Partnership (EP) and to undertake a full review of the previously agreed Bus Service Improvement Plan (BSIP) in advance of a recommendation to County Council Cabinet.

Local Member Interest:

N/A

Report of Councillor David Williams, Cabinet Member for Highways and Transport and Councillor Robert Pritchard, Cabinet Support Member for Highways and Transport

Summary

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

1. It is recommended that the Committee considers and provides comments upon the creation of an Enhanced Partnership (EP) and the request to undertake a full review of the previously agreed Bus Service Improvement Plan (BSIP) in advance of a recommendation to County Council Cabinet.
2. In June 2021, Cabinet received a report that outlined the governments approach to Bus Back Better, following the recent publication of the National Bus Strategy (NBS). The report detailed the implications and options for Staffordshire County Council and our local bus operators. The report followed strong messaging by central government that those Local Transport Authority's (LTA) that are not fully engaging in the EP/BSIP agenda could find their funding streams for highway maintenance and bidding opportunities impacted.
3. Several actions were agreed at Cabinet including confirmation of a commitment to developing an EP, as outlined within the NBS. As a consequence of this, the Council was required to submit a BSIP to DfT by

the 31 October 2021 and Cabinet approved this on the 20th October 2021.

4. Although the County Council does not run buses, the authority has a role in shaping public transport provision in Staffordshire acting in its role as Local Transport Authority (LTA). This role is one of coordination to encourage the development of a sustainable bus network for the benefit of Staffordshire residents. Through undertaking innovative marketing, analysis of their markets and users to facilitate a growth in patronage, operators in Staffordshire must play their role in developing the Staffordshire bus network.
5. This report provides an update on the development of an EP which is proposed to be presented to Cabinet for a decision in July alongside a proposal to undertake a full review of the existing Staffordshire BSIP.

Report

Background

6. To recap, the BSIP provides the overarching framework for the EP and Enhanced Partnership Scheme (EP Scheme). The aim of BSIP's across England was to improve bus public transport recognising that a strong, successful, low emission bus network will help support the decarbonization of the transport sector, support the economy and minimise traffic congestion.
7. The Staffordshire BSIP was developed in partnership with the public bus providers operating in Staffordshire, to deliver outcomes which were shaped by a public engagement exercise and comments from the Prosperous Overview and Scrutiny Committee at the meeting held on the 16 September 2021. The financial ask of the BSIP to the DfT was £106m which was to be delivered over 3 years and a further £7m to cover lifetime costs, however the Staffordshire BSIP bid was unsuccessful. A link to the current BSIP is available in the documents list on page 8 whilst the key items from the document are available in Appendix 1.
8. A full review of the existing BSIP is required based on feedback received from the DfT. In addition, Midlands Connect have formed a Regional Bus Forum with the aim of sharing EP/BSIP best practice for all LTAs in the West Midlands area and this opportunity will be maximised.
9. The EP Plan summarises the main themes of the BSIP in setting out an analysis of local bus services in Staffordshire, the objectives for the quality and effectiveness of bus services and how the EP Scheme or Schemes are intended to achieve these objectives. The EP Scheme

describes the Facilities, Measures and Obligations to be implemented to meet those objectives and how the partnership is constituted and operates.

10. An EP is a formal agreement between the local authority and bus operators setting out what is expected of each party, and the standards that will be met. The basis for an EP is set out in the Bus Services Act 2017 and associated guidance. Franchising is not recommended for Staffordshire as it is very resource intensive, and it is felt that growth can be delivered by adopting the partnership model which retains the ability for our local bus operators to innovate without the significant market intervention that franchising entails.
11. During 2022/23, local buses in Staffordshire carried circa 8.3 million adult passenger journeys (based on concessionary returns from local operators), making the bus our most important means of public transport. The bus network in Staffordshire has seen a notable decline in patronage over the preceding decade, from 22 million passenger journeys made in 2009/10 to pre-pandemic levels of 12.6 million passengers in 2019/20.
12. Since the pandemic, an increased number of bus services have required support from the authority for them to remain viable. To date, this has been achieved through the authority supporting and maximising the government grants that have been issued for this purpose.
13. Partnership working with bus operators has prevented a significant level of service loss. Mitigation in this instance has been either through the use of S106 funds, transfer of eligible school students for transport from closed contracts to local bus, or a combination of both. Notwithstanding the substantial achievements arising from these mitigations, there remains a portion of the Staffordshire bus network that will still be lost, with consequent impact on our residents and the economy, unless this decline can be reversed. Growing patronage to enable the majority of services to operate on a commercial basis is vital to ensuring a sustainable bus network for Staffordshire.
14. A revised BSIP for Staffordshire would have wide ranging benefits for our urban and rural areas alike. It offers the opportunity to reverse the long-term decline in bus passenger numbers that has occurred over the past decade; and through robust measures, a public transport network set on a strong and sustainable footing can be restored.

National Bus Strategy

15. On 15th March 2021, the government published its National Bus Strategy for England "Bus Back Better". The Strategy set out a significant step change in the government's approach to funding and delivering the bus network. Whilst the market remains deregulated, a more co-ordinated partnership approach between operators and local authorities is now required.
16. The Strategy represented a change for the delivery of bus services with the opportunity to develop and grow our bus network to benefit communities, the local economy, and the environment. Delivery of the measures contained within Bus Back Better strongly support many of Staffordshire County Council's Strategic Plan priorities and principles.
17. There is a commitment within the Strategy for long term increased funding for bus services, both for local authorities and bus operators alike which is why the DfT, over the last 3 years has invested over £3bn in bus services in England outside of London. Most of this funding has been provided to support the sector following the COVID-19 pandemic focused on helping our bus network return to pre-pandemic levels.
18. The DfT has outlined that the existing funding model, reliant on funding from the Government, must adapt to changed travel patterns so bus services are sustainable in the long-term. On the 18th May 2023, a long-term approach (BSIP+) was announced with an additional £150 million provided between July 2023-April 2024 and another £150 million between April 2024-April 2025. This additional funding of which the authority was allocated £1,327,673 for the first year will help support and improve bus services for passengers, delivering on our priority to grow the local economy. However, to receive the full allocation, the DfT has announced in their BSIP and EP Bulletin dated the 18th May, that LTAs will need to have an up-to-date Enhanced Partnership (unless they are following the process for franchising). LTAs will be able to receive half of their 2023/24 allocation in advance of their EP being in place, to avoid gaps in funding. The remaining half of the allocation will be received once the EP has been formalised. To be eligible for funding in 2024/25, the DfT expect LTAs to have an up-to-date BSIP.
19. As part of this long-term approach, an EP will further demonstrate to the DfT that there is a clear and agreed plan for any funding applications in Staffordshire. The result of which will ensure that the bidding process is easier and that we will be in a better position than those LTAs without an EP.
20. Local authorities may use this BSIP+ funding to support existing services, enhance these services, or provide new ones. Funding must be used in a

way consistent with the DfT's guidance on BSIPs and is why a revised BSIP is required.

Staffordshire Approach

21. The existing Staffordshire Bus Operators' Forum (SBOF) has formed the basis of our partnership working in recent years. However, work on the EP documentation had stalled following our unsuccessful BSIP bid in October 2021. It should be noted that the following LTAs in the Midlands Connect area were also unsuccessful in their BSIP bids, Herefordshire, Leicester City, Leicestershire, Lincolnshire, Rutland, Shropshire, Telford and Wrekin, Warwickshire, and Worcestershire. Nationally, only 34 out of 79 applications for BSIP received funding (43%).
22. Meetings with bus operators have recently taken place to move the EP forward to create a partnership that builds on the work of the SBOF and provide a formal basis on which to expand collaborative working with our local operators. A 28-day formal consultation on the proposed EP with all local operators concluded on the 11th May and no objections were received.
23. A list of the elements that are proposed to be included within the EP are available in Appendix 2. Many of the elements are stipulated within the national guidance and the nature of their implementation would be guided by baseline data analysis and stakeholder consultation.
24. The proposed EP will apply during the period of 1 August 2023 to 31 July 2033 and will be reviewed by Staffordshire County Council in August 2024 and then every three years. In the years that it is reviewed, it will follow Staffordshire County Council's review of its BSIP in October of each year, starting in October 2023.
25. The authority engages in frequent dialogue with bordering LTAs to discuss cross-boundary transport issues. This engagement will continue throughout the EP period to ensure consistency and continuity of bus service provision across local authority boundaries.

Finances

26. Staffing resource will be required across several key teams to support the development of an updated BSIP and implementation of our EP. The DfT have provided the authority with £874,538 towards the development costs of the BSIP and ongoing administration of the EP. This is a Capacity Grant and at the end of the 2022/23 financial year, £796,141 was still available to spend. The DfT has stipulated on how this grant funding can be spent and it is anticipated that any underspend will need to be repaid.

27. As the Capacity Grant cannot be used for capital improvements, we have been careful to make sure that the Council is not committed financially in any EP documentation. This is especially important as the EP document will be a legally binding commitment for all parties.
28. Creation of an EP will allow both the County Council and bus operators to benefit from increased levels of government funding to realise the objectives of the BSIP. If an EP is not created and implemented, the government could decide to not release funding.

Legal Implications

29. We note the following legal implications:

- a. Development of Enhanced Partnerships are governed by Bus Services Act 2017, which amended the Transport Act 2000. Under an EP, the Council is legally obliged to deliver those measures it commits to, however the authority may, in exceptional circumstances, exercise a veto over Board decisions which it may reasonably believe or suspect as having anti-competitive implications or being otherwise significantly against the public interest.
- b. Multi Operator Ticketing Schemes are governed by the Competition Act 1998 (Public Transport Ticketing Schemes Block Exemption) Order 2001 (as amended) and the Transport Act 2000.
- c. The DfT intend to review the Public Service Vehicles Accessibility Regulations (PSVAR) 2000, by the end of 2023 (this will have a bearing on our Vacant Seat Policy in home to school transport).
- d. Traffic Management Act 2004 - Statutory traffic management guidance will be updated to "expect enhanced bus reliability as an integral part of the highway authorities' Network Management Duty".

Risks Identified

30. Development of a BSIP with the EP does bring some risks. However, these can be managed and mitigated with the right approach.
31. The key risks and mitigating measures that have been identified at this early stage include:
 - a. Team capacity – our current teams do have sufficient capacity to develop and update our BSIP as well as to implement an EP. Teams do not have capacity to support the delivery of all of the elements within both documents although if future BSIP funding bids are successful they will include the resources necessary to implement them. In the

short term this can be mitigated by utilising external support paid for from the DfT Capacity Grant.

- b. Loss of funding – if Staffordshire does not enter into an EP and does not have an up-to-date BSIP, the authority will not receive the full allocation of BSIP+ funding and could potentially also receive reduced highway maintenance funding in the future. This can be mitigated by moving forward with the BSIP / EP.
- c. Reputational – whilst bus services are largely operated on a commercial basis, our residents are aware that the Council has the power to intervene. Without a Staffordshire EP, there is likely to be significant reputational and political risk from bus services being withdrawn. We are aware that local members and MPs receive a significant amount of correspondence on local bus service matters and that they are politically important.

Conclusion

32. For large counties such as Staffordshire, buses may not provide the solution to all sustainable transport issues. This paper is not suggesting that; however, buses do have a role to play in parts of Staffordshire. The role of the authority is one of coordination, and operators must undertake activities to develop the Staffordshire bus network. An ambitious EP and BSIP should help to encourage the development of a sustainable bus network that will play an invaluable role in our Strategic Plan, providing equality of access to employment and key services, and contributing towards achieving carbon net zero.

Link to Strategic Plan

33. A high quality and sustainable bus network could support Staffordshire's economy, by providing access to employment, education and training opportunities and increasing footfall in our town centres. A more reliable bus network could also encourage regular and new users, to consider public transport as a preferred travel option, increasing levels of sustainable travel across the county and supporting Staffordshire's climate change agenda.

Community Impact

34. The Community Impact Assessment for the Staffordshire Bus Strategy can be viewed in appendix 3.

Next Steps

35. Following consideration by the Committee, proposals will be presented to Cabinet on the 19th July noting any feedback through the scrutiny process.

List of Background Documents/Appendices:

- “Bus Back Better – National Bus Strategy for England” - [Bus back better - GOV.UK \(www.gov.uk\)](http://www.gov.uk)
- “The Bus Services Act 2017: Enhanced Partnerships Guidance” - [Bus Services Act 2017: Enhanced Partnership creation - GOV.UK \(www.gov.uk\)](http://www.gov.uk)
- [Staffordshire Bus Service Improvement Plan](#)

Appendix 1: Key items from the original Staffordshire BSIP together along with the funding ask

Appendix 2: Elements that are contained within the proposed EP.

Contact Details

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Appendix 1: Key items from the original Staffordshire BSIP together along with the funding ask

- i. Financial support for the introduction of zero emission buses in Staffordshire on core routes (with willing operators) combined with a strategy to increase frequencies to make the services more attractive – c£33m.
- ii. Financial support for implementation of bus priority measures to improve journey time reliability -c£7.5m.
- iii. Financial support for improving and maintaining on-street bus infrastructure including passenger information – c£21m.
- iv. Financial support for improvements at key bus station hubs across Staffordshire – c£23m.
- v. Financial support for the introduction of a discounted fare structure for younger people leading to a long term new commercial product for younger bus users – c£11m.
- vi. Financial Support to help the Staffordshire bus industry and community transport sector recover from the global covid 19 pandemic and assistance in shaping the new urban and rural Staffordshire bus network to ensure it is fit for the future. This will include targeted pump priming new evening and weekend services that are expected to become self-sustaining (commercial) - £16.5m.
- vii. Financial support the development of skills in the sector to ensure the delivery of aspirations of the Staffordshire BSIP and provide a coordinated approach to marketing and ticketing -£1m.

Appendix 2: Elements that are contained within the proposed EP.

- i. **Multi operator ticketing** – network wide, always offering the best value option for journeys with more than 1 operator. Inclusion of “tap on/tap off” or equivalent technology to capture proper origin/destination data would provide significant intelligence to inform network planning.
- ii. **Bus priority** – reliability is key to attracting passengers, we will identify hotspots for delays to buses and implement priority where space allows.
- iii. **“Whole route” audits** – identify all causes of delay on core routes and implement measures to address them. These may be individually small but can add considerably to schedules across routes – e.g., parked cars, bus stops difficult to get out of, junctions difficult to turn out of.
- iv. **High quality bus stop infrastructure:**
 - a. All stops to have timetable display – real time in urban areas or stops used by more than xx passengers per day.
 - b. Clean high-quality shelters at all stops used by more than xx passengers per day. Consider – CCTV, no use of polycarbonate (it clouds and deteriorates over time).
 - c. Raised kerbs at all stops.
 - d. Integrated with Local Cycling & Walking Infrastructure Plan (LCWIP) to consider walking routes to stops – identify where new pedestrian infrastructure / cut throughs could make network more accessible.
 - e. Maintenance of bus stop environment (not just shelters).
 - f. Upgraded town centre interchange. Consider – bus station ownership/operation town centre bus stand allocation.
- v. **Bus network:**
 - a. Core network of direct, frequent, high quality inter-urban services linking all of our key settlements.
 - b. 100% of urban residents within 350 metres walk of a frequent (every 15 minutes daytime) service to their nearest town centre.
 - c. xx% of rural residents within 800 metres walk of an hourly (daytime) or better bus service to their nearest town centre, or a demand responsive equivalent.
 - d. All key employment sites within 800 metres walk of a bus service.
 - e. Improved interchange at railway stations.
 - f. Core network of evening and Sunday services to support employment, retail, and leisure. Consider defining who would be included in core network.
 - g. Consider service stability agreement – service changes only on agreed dates.

- vi. **Patronage growth** – in year 1, no further decline. Year 2 onwards, patronage growth of 5% year on year. A modal shift target and measure would underpin climate change and emissions targets. For example, xx% of bus passengers choosing to make their journey by bus instead of car.
- vii. **Customer satisfaction** – targets for satisfaction with journey experience, information, waiting facilities, personal security.
- viii. **Emissions** – define emission standards, linking with air quality strategy. Modal shift of itself generates significant environmental benefit.
- ix. **Development standards** – all residential and industrial developments subject to minimum design standards to accommodate bus services with parking restrictions as needed. Contributions strategy to ensure minimum 5 years of support for new/extended services backed with strict travel plan enforcement.
- x. **Marketing** – co-ordinated, consistent, sustained high profile marketing campaign to promote the network and support patronage growth.

Work Programme

Prosperous Overview and Scrutiny Committee – 2023/2024

This document sets out the work programme for Prosperous Overview and Scrutiny Committee for 2023/2024.

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
Friday 2 June 2023 at 10.00 am (Informal meeting)	Work Programme Planning	Annual consideration of potential areas of scrutiny focus during 2023/24. Resolved to be considered at informal meeting at 27 April Committee meeting.	
Wednesday 7 June 2023 at 10.00 am Page 122	1. Work Programme Planning	Annual consideration of potential areas of scrutiny focus during 2023/24.	
	2. Residential Overnight Education Cabinet Member: Jonathan Price Lead Officers: Neelam Bhardwaja/Paris Wood	Requested by Cabinet Member 17 March 2023 (email from Paris Wood) Programmed at 22 March 2023 Committee meeting. Postponed to July at 27 April Committee meeting.	
	3. Highways Transformation Progress and Performance Quarterly update Cabinet Member: David Williams Lead Officers: Darryl Eyers/James Bailey	Identified at 26 May 2022 Committee meeting. Scheduled at request of Chairman at 2 November 2022 Triangulation meeting. Previous update given 22 March 2023.	
	4. Economic Recovery, Renewal and Transformation	Requested at 15 July 2020 Triangulation meeting (amended at 23 2021 and 13 January 2022 Committee meetings). Previous update given at 22 September 2022 Committee meeting.	

Work Programme 2022/2023

Date of Meeting	Item	Details (Background)	Action / Outcome
	six-monthly Progress Report Cabinet Member: Philip White Lead Officers: Darryl Eyers/Anthony Hodge		
Page 123	5. Digital Infrastructure – Update Cabinet Member: Simon Tagg Lead Officers: Darryl Eyers/Clive Thomson	Proposed by Cabinet Member at 12 May 2022 Triangulation meeting. Considered at 10 November 2022 Committee meeting and six-monthly update requested.	
	6. Traffic and Network Management Plan Cabinet Member: David Williams Lead Officers: James Bailey/Hayley Fletcher	Requested by Cabinet Member 3 March 2023 (email from Hayley Fletcher) Programmed at 22 March 2023 Committee meeting. Postponed to June at 27 April Committee meeting. Further postponement requested by Cabinet Member 3 May 2023 (email from Hayley Fletcher/Business Support).	
Thurs 6 July 2023 at 10.00 am	1. Residential Overnight Education Cabinet Member: Jonathan Price Lead Officers: Neelam	Requested by Cabinet Member 17 March 2023 (email from Paris Wood). Programmed at 22 March 2023 Committee meeting. Postponed to July at 27 April Committee meeting. Removal requested by Cabinet Member 30 May 2023 (email from Paris Wood) pending clarification from Senior Leadership Team.	

Work Programme 2022/2023

Date of Meeting	Item	Details (Background)	Action / Outcome
	Bhardwaja/Paris Wood		
Page 124	<p>2. Traffic and Network Management Plan Cabinet Member: David Williams Lead Officers: James Bailey/Hayley Fletcher</p>	<p>Requested by Cabinet Member 3 March 2023 (email from Hayley Fletcher) Programmed at 22 March 2023 Committee meeting. Postponed to June 2023 at 27 April Committee meeting. Further postponements requested by Cabinet Member 3 May and 11 May 2023 (emails from Hayley Fletcher/Business Support).</p>	
Page 124	<p>3. Staffordshire Bus Strategy Cabinet Member: David Williams Lead Officers: Darryl Eyers/Richard Rea</p>	<p>Requested by Cabinet Member 12 May 2023 (Teams message from Richard Rea).</p>	
	<p>4. Functional Level Service Commissioning Cabinet Member: David Williams Lead Officers: Darryl Eyers/James Bailey</p>	<p>Requested at 7 June 2023 Committee meeting.</p>	
	<p>5. Strategy for Special Provision Cabinet Member: Jonathan Price</p>	<p>Request by Cabinet Member 6 June 2023 (email from Karan Withington).</p>	

Work Programme 2022/2023

Date of Meeting	Item	Details (Background)	Action / Outcome
	Lead Officers: Tim Moss/Halit Hulusi/Karen Withington		
Thurs 28 September 2023 at 10.00 am Page 125	1. Highways Transformation Progress and Performance Quarterly update Cabinet Member: David Williams Lead Officers: Darryl Eyers/James Bailey	Requested at 15 July 2020 Triangulation meeting (amended at 23 2021 and 13 January 2022 Committee meetings). Previous update given at 2 June 2023 Committee meeting.	
	2. HS2 six-monthly update – Impact on and Opportunities for Staffordshire (focusing on Economy, Training and Skills) Cabinet Members: David Williams/Phillip White Lead Officers: Darryl Eyers/Sarah Mallen	Requested at 26 February 2021 Committee meeting, amended at 23 July 2021 Committee meeting.	
	3. Staffordshire Employment and Skills Strategy	Requested by Cabinet Member 11 May 2023 (email from Darren Farmer).	

Work Programme 2022/2023

Date of Meeting	Item	Details (Background)	Action / Outcome
	Cabinet Member: Philip White Lead Officers: Darryl Eyers/Darren Farmer		
Thurs 9 November 2023 at 10.00 am	1. Tree Planting Net Zero by Nature Cabinet Member: Simon Tagg Lead Officers: Darryl Eyers/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. Further postponed at request of Cabinet Member (email Sarah Bentley 14 March 2023) owing to delay in publication of commissioned report	
Thurs 21 Dec 2023 at 10.00 am	1. Highways Transformation Progress and Performance Quarterly update Cabinet Member: David Williams Lead Officers: Darryl Eyers/James Bailey	Requested at 15 July 2020 Triangulation meeting (amended at 23 2021 and 13 January 2022 Committee meetings). Previous update given at 28 September 2023 Committee meeting.	
	2. Economic Recovery, Renewal and Transformation six-monthly Progress Report	Requested at 15 July 2020 Triangulation meeting (amended at 23 2021 and 13 January 2022 Committee meetings). Previous update given at 2 June 2023 Committee meeting.	

Work Programme 2022/2023

Date of Meeting	Item	Details (Background)	Action / Outcome
	Cabinet Member: Philip White Lead Officers: Darryl Eyers/Anthony Hodge		
Page 117	3. Digital Infrastructure – Update Cabinet Member: Simon Tagg Lead Officers: Darryl Eyers/Clive Thomson	Proposed by Cabinet Member at 12 May 2022 Triangulation meeting. Considered at 10 November 2022 Committee meeting and six-monthly update requested.	
Friday 2 Feb 2024 at 10.00 am			
Thurs 28 March 2024 10.00 am	1. Highways Transformation Progress and Performance Quarterly update Cabinet Member: David Williams Lead Officers: Darryl Eyers/James Bailey	Requested at 15 July 2020 Triangulation meeting (amended at 23 2021 and 13 January 2022 Committee meetings). Previous update given at 28 September 2023 Committee meeting.	
	2. HS2 six-monthly update – Impact on and Opportunities for Staffordshire (focusing on	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
	Economy, Training and Skills)		

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

Items for Consideration – Work Programme 2023/2024

Suggested Item	Details (Background)	Proposed Date of Meeting
Tourism and Visitor Economy: Cabinet Member: Phillip White Lead Officers: Darryl Evers	Identified at 26 May 2022 Committee meeting.	To be advised
School Age Education – Development Post Pandemic (including school attendance (request by County Councillor Paul Snape Cabinet Member: Jonathan Price Lead Officers: Neelam Bhardwaja/Tim Moss	Identified at 15 June 2022 Committee meeting	To be advised
Traffic and Network Management Plan Cabinet Member: David Williams Lead Officers: James Bailey/Hayley Fletcher	Requested by Cabinet Member 3 March 2023 (email from Hayley Fletcher) Programmed at 22 March 2023 Committee meeting. Postponed to June 2023 at 27 April Committee meeting. Further postponements requested by Cabinet Member 3 May and 11 May 2023 (emails from Hayley Fletcher/Business Support).	To be advised
Avanti West Coast (West Coast Mainline train operator)	Identified at 22 March 2023 Committee meeting.	To be programmed

Items for Consideration – Work Programme 2023/2024

Suggested Item	Details (Background)	Proposed Date of Meeting
Cabinet Members: Philip White and David Williams		

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 March 2024.	See above
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. Updates given to x October 2022, 7 June 2023 Committee meetings. Next update due at December 2023 Committee meeting.	See above
Highways Transformation Progress and Performance Quarterly Update. Cabinet Member: David Williams Lead Officers: Darryl Eyers/ James Bailey	Identified at 26 May 2022 Committee meeting. Next Update due September 2022 (Update for Q2 postponed until later in Q3 at request of Director (email from James Bailey 18 August 2022). Considered at 16 December 2022 and 7 June 2023 Committee Meetings. Next Update due September 2023.	See above
Digital Infrastructure Plan Progress Update.	Identified at 26 May 2022 Committee Meeting. Considered at 10 November	See above

Standing Items 2022/2023

Item	Details (Background)	Action / Outcome
Cabinet Member: Simon Tagg Lead Officers: Darryl Eyers/Anthony Baines	2022 and 7 June 2023 Committee Meetings. Next update due December 2023.	

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

Briefing Notes / Updates / Visits 2023/2024

Date	Item	Details (Background)	Action / Outcome

Working Groups / Inquiry Days 2023/2024

Date	Item	Details (Background)	Action / Outcome
	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 2023-2024	Calendar of Committee Meetings - 2023-2024 (All meetings to be held at County Buildings, Stafford unless otherwise stated)
<p>Tina Clements (Chairman) Ross Ward (Vice-Chairman – Scrutiny) Peter Kruskonjic (Vice-Chairman – Overview) Charlotte Atkins Philippa Hadden Philip Hudson Graham Hutton David Smith Samantha Thompson Bernard Williams Hannah Gallimore (Co-optee) Rev. Preb. Michael Metcalf (Co-optee)</p>	Friday 2 June 2023 at 10.00 am;
	Thursday 6 July 2023 at 10.00 am;
	Thursday 28 September 2023 at 10.00 am;
	Thursday 9 November 2023 at 10.00 am;
	Thursday 21 December 2023 at 10.00 am;
	Friday 2 February 2024 at 10.00 am;
	Thursday 28 March 2024 at 10.00 am.

