

**Cabinet**

Wednesday, 18 December 2013

**10.00 am**

Oak Room, County Buildings, Stafford

John Tradewell  
Director of Democracy, Law and Transformation  
10 December 2013

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**A G E N D A**

1. **Declarations of Interest in accordance with Standing Order 16**
2. **Apologies**
3. **Decision notices of the meetings held on 20 November 2013** (Pages 1 - 8)
4. **Leaders' Update**  
Oral report of the Leader of the Council
5. **Achieving Excellence Quarterly Performance Report** (Pages 9 - 18)  
Leader of the Council and Deputy Leader and Cabinet Member for Finance, Resources and Transformation
6. **Strategic Plan 2014/15 to 2018/19 and the Medium Term Financial Strategy** (Pages 19 - 68)  
Leader of the Council and Deputy Leader and Cabinet Member for Finance, Resources and Transformation
7. **Achieving Excellence for Young People** (Pages 69 - 118)  
Cabinet Member for Health and Wellbeing and Cabinet Support Member for Public Health and Community Safety
8. **High Speed Rail 2 (HS2): Response to the Phase Two Route Consultation** (Pages 119 - 160)  
Cabinet Member for Economy and Infrastructure
9. **Draft Staffordshire Care Quality Compact and Draft Staffordshire County Council Care Quality Strategy 2013-2016** (Pages 161 - 272)  
Cabinet Member for Care

10. **Outcome of statutory consultation on proposal to enlarge Rykneld Primary School** (Pages 273 - 286)

Cabinet Member for Learning and Skills

11. **Forward Plan of Key Decisions** (Pages 287 - 292)

12. **Exclusion of the Public**

The Chairman to move:-

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

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**PART TWO**

(All reports in this section are exempt)

Nil

**Membership**

Philip Atkins (Chairman)  
Ben Adams  
Mike Lawrence  
Robert Marshall

Ian Parry  
Mark Winnington  
Alan White

**DECISION NOTICE**

**Cabinet Meeting - 20 November 2013**

Present: Philip Atkins (Chairman), Ben Adams, Mike Lawrence, Robert Marshall, Mark Winnington and Alan White

Apologies for absence: Ian Parry

Also in attendance - Gill Heath, Mark Sutton, Simon Tagg, Chris Cooke and John Taylor

**PART ONE**

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

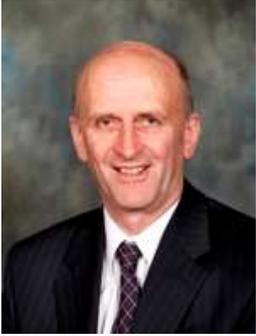
The following Member declared an interest in accordance with Standing Order 16.5:-

<b>Member</b>	<b>Minute Nos.</b>	<b>Interest</b>	<b>Reason</b>
Alan White	49	Personal	Member of the Board of Lichfield Cathedral Council

**43. Decision notice of the meeting held on 16 October 2013**

**Decision** – That the notes of the meeting held on 16 October 2013 be approved.

**44. Leaders' Update**

	<p>“All Staffordshire people should have every opportunity to benefit from our endeavours through healthy and happy lives, and that ambition is central to the themes dominating today's agenda.</p> <p>We have reports on how we will work with partners to create the right conditions so that people take control of their lives, and make the right choices about their own health and wellbeing. We will also be looking at the support we provide people with disabilities throughout their lifetime, to help them lead as full a life as possible.</p> <p>We also have a report on efforts to protect residents from the impact of HS2, which will affect communities across the whole county. We are standing shoulder to shoulder with those communities, asking government to rethink the project, but also ensuring that if it goes ahead and our residents are affected, they receive the appropriate compensation.”</p> <p>Philip Atkins, Leader of the County Council.</p>
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**Decision** – That the oral report of the Leader of the County Council giving an update on a range of issues including recent changes to Cabinet Member Portfolios whereby a new role of Cabinet Member for Care will be created to enable Robbie Marshall to concentrate on the Health and Wellbeing agenda, and the Cabinet Member for Communities and Localism’s portfolio being extended to encompass Children’s Service, be noted.

**45. Recommendation for Member Seat on Staffordshire and Stoke on Trent Partnership Trust**

	<p>“As part of the discussions for the future arrangements of the Staffordshire and Stoke on Trent Partnership NHS Trust (SSOTP), we will now explore the option for an Elected Member to join the Board. We are about to start fresh discussions regarding the future arrangements of the partnership for 2015 and beyond and will be making the request.”</p> <p>Alan White, Cabinet Member for Care.</p>
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**Reasons for the Decision** – In April 2012, Staffordshire County Council entered into an agreement under Section 75 of the NHS Act 2006 with Staffordshire and Stoke on Trent Partnership NHS Trust (SSOTP) for the delivery of the council’s health related functions, specifically adult social care assessment and case management for older people and adults with physical/sensory impairments. The Council are about to commence fresh discussions with SSOTP regarding the future arrangements of the partnership for 2015 and beyond. During these discussions, it may be possible to request an opportunity for an Elected Member to join the SSOTP Board.

**Alternative Options Considered** – None

**Decision** – (a) That, as part of the discussions for the future arrangements of the provider Partnership, Council officers leading the negotiations should explore the opportunity for an Elected Member to join the Board of the Staffordshire and Stoke-on-Trent Partnership NHS Trust.

(b) That it be noted that there are specific regulations on the appointment and election of board members of NHS Foundation Trusts.

#### 46. High Speed Rail 2 (HS2) Phase One: Hybrid Bill

	<p>“If left unchallenged, the proposed route for HS2 will cause unacceptable damage to both our countryside and our communities in Staffordshire.</p> <p>While opposed to the scheme, we have concentrated our efforts on helping mitigate the impact of this national transport project and win meaningful compensation for families, rather than incur hefty legal costs to try and stop the scheme.</p> <p>We are determined to continue to champion the Staffordshire voice and the potential petitioning against the Hybrid Bill is an opportunity to work with county partners to influence the proposed route.”</p> <p>Mark Winnington, Cabinet Member for Economy and Infrastructure</p>
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**Reasons for the Decision** – While the County Council has continued to highlight the cause of communities directly affected by the HS2 proposals, it also needs to assess the impact of this national transport scheme on the local environment and economy. Petitioning against the Bill will provide an opportunity for the County Council to secure effective mitigation measures for local communities in Staffordshire who are affected by Governments proposals.

**Alternative Options Considered** – If the County Council chooses not to petition the bill in any form then it risks having the current plans, which the County Council considers are unacceptable, imposed on the county.

**Decision** – (a) That the decision, in principle, to petition the HS2 Phase One Hybrid Bill be endorsed and it be noted that this is likely to require additional funding which will need to be considered as part of the Medium Term Financial Strategy.

(b) That the case for petitioning of the HS2 Phase One Hybrid Bill be presented to Full Council at its meeting on 12 December 2013

(c) That delegated authority be given to the Cabinet Member for Economy and Infrastructure, in consultation with the Director for Place and Deputy Chief Executive, to develop a response to the formal Environmental Statement and submit it by the close of the consultation period.

**47. Improving the Lives of Staffordshire Residents through our Health & Wellbeing Strategy**

	<p>“Our priority is to improve the lives of Staffordshire residents so they feel healthier and happier and, together with county partners, we have been quick to recognise that we face a series of national challenges to funding for the delivery of health and care services.</p> <p>The Health and Wellbeing Board’s strategy sets out the principle that a high quality, sustainable health economy in Staffordshire is only achievable if there is a significant emphasis and investment to integrated health and social care in the community.</p> <p>The County Council is fully committed to the Health and Wellbeing Board and delivery of our shared strategy. We look forward to continue working with our partners to deliver the highest quality of care for everyone in Staffordshire.”</p> <p>Robert Marshall, Cabinet Member for Health and Wellbeing.</p>
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**Reasons for the Decision** – To seek Cabinet’s endorsement of the Health and Wellbeing Board’s strategic direction of travel which aligns very closely to Staffordshire County Council’s approach to improve the lives of Staffordshire residents.

**Alternative Options Considered** – None

**Decision** – (a) That the direction of travel of the Health and Wellbeing Board and Staffordshire’s Health and Wellbeing Strategy be endorsed.

(b) That, in order to fulfil both our statutory duties and strategic intentions, it be agreed that our commissioning priorities and business planning across the county council be fully aligned with this strategic direction.

**48. 'Living My Life, My Way' A Strategy for Disabled People**

	<p>“Over the next five years we want to make changes so that, regardless of age, all disabled people receive smooth and uninterrupted support to ensure that they live fulfilling and independent lives. We feel passionate about this agenda.</p> <p>We want to make sure that we support disabled people with ‘simple solutions’ – not the complicated and confusing way that different agencies have delivered services to disabled people in the past.”</p> <p>Robert Marshall, Cabinet Member for Health and Wellbeing.</p>
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“These are bold and ambitious plans, which will require the cooperation and commitment of partners and, of course, disabled people and their families too as we seek to deliver improved, personalised care to people.”

Alan White, Cabinet Member for Care.

**Reasons for the Decision** – To seek the approval of Cabinet to “Living My Life, My Way”, the Council’s strategy for disabled people in Staffordshire, which sets out a vision of a connected County where all disabled children and adults have the opportunity to prosper, be healthy and happy. The Strategy sets out the following seven key priorities which have been developed in partnership with Disabled People and their Family Carers:-

- Best start in life.
- Lifelong learning.
- Choice and control.
- Community opportunities.
- Good health.
- A strong voice for disabled people and their families.
- Staying safe

**Alternative Options Considered** – None

**Decision** – (a) That the ambitious programme of change set out in the draft strategy be noted.

(b) That the significant consultation and engagement with disabled people and their families, which had helped to shape the final Strategy, be noted.

(c) That the finalisation of the Strategy and its taking forward for implementation across Staffordshire be supported.

**49. Decisions taken by Cabinet Members under Delegated Powers**

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

Cabinet Member for Learning and Skills	In approving the acceptance of the contract award of £2,285,952 from the Skills Funding Agency for ESF NEET provision for delivery in Staffordshire and Stoke-on-Trent.
Cabinet Member for Health and Wellbeing	In approving that:  1) following a process of social work review and care planning, people currently attending Leek Day Centre are

	<p>supported to move into alternative day care options;</p> <p>2) when all people attending the day care scheme at Leek Day Centre have made suitable alternative choices, the Centre is closed; and</p> <p>3) if the building is no longer needed it is returned to property services for disposal.</p>
Cabinet Member for Health and Wellbeing	<p>In approving that:</p> <p>1) following a process of social work review and care planning, people currently attending Cheadle Day Centre are supported to move into alternative day care options;</p> <p>2) when all people attending the day care scheme at Cheadle Day Centre have made suitable alternative choices, the Centre is closed; and</p> <p>3) if the building is no longer needed it is returned to property services for disposal.</p>
Cabinet Member for Economy and Infrastructure	In approving the transitional arrangements for the Infrastructure+ project.
Cabinet Member for Health and Wellbeing	In approving the payment of compensation of £4,750.00 to the parent of a service user for providing support to her son which should have been funded/provided by Staffordshire County Council.
Deputy Leader and Cabinet Member for Finance, Resources and Transformation	In approving that the County Council disposes of 2.1 acres of land comprising part of the site of the former County Council offices at Riverway, Stafford, to Panacea Property Group Limited.
Cabinet Member for Learning and Skills	In approving the commencement of a Statutory Consultation on a proposal to enlarge Rykneld Primary School, Burton upon Trent from 469 to 630 places.
Deputy Leader and Cabinet Member for Finance, Resources and Transformation	In approving the sale of 0.91 acres of land at Stafford Road, Gnosall to The Lichfield Diocesan Board of Finance Incorporated to enable them to extend their burial ground at St Lawrence Church, Gnosall.
Deputy Leader and Cabinet Member for Finance, Resources and Transformation	In approving that the County Council purchases from Staffordshire University the property known as Nelson Library comprising a site of 3.0 acres situated on the Stafford Campus for the provision of a new two form of entry primary school.

## 50. Forward Plan of Key Decisions

The Forward Plan of Key Decisions for the period 18 December 2013 to 16 April 2014, which detailed the following issues, was approved:

<b>Subject Matter</b>	<b>Contact</b>
Inward Investment in Staffordshire	Name: Darryl Eyers Tel: (01785) 854265
Draft Staffordshire Care Quality Compact and Draft Staffordshire County Council Care Quality Strategy 2013-2016	Name: Martin Samuels Tel: (01785) 895760
Strategic Plan 2014/15 to 2018/19 and the Medium Term Financial Strategy	Name: Andy Burns Tel: (01785) 276300
High Speed Rail 2 (HS2): Response to the Phase Two Route Consultation	Name: Clive Thomson/ Dean Sargeant Tel: (01785) 276522/ Tel: (01785) 895703
Support Services Review	Name: Andy Burns Tel: (01785) 276300
Approval of Revised Minerals and Waste Development Scheme	Name: Ian Benson Tel: (01785) 276550
Achieving Excellence Quarterly Performance Report	Name: Lauren Jackson Tel: (01785) 854561
Achieving Excellence in Mental Health and Wellbeing	Name: Dawn Jennens Tel: (01785) 277079
Achieving Excellence for Young People	Name: Michael Harrison Tel: (01785) 278163
Outcome of Statutory Consultation on Proposal to Enlarge Rykneld Primary School	Name: Andrew Marsden Tel: (01785) 278787
Determination of Statutory Proposal to alter the Upper Age Range of Coppice Special School	Name: Andrew Marsden Tel: (01785) 278787
Modernisation of In-House Day Opportunities for People with Learning Disabilities	Name: Anu Singh Tel: (01785) 277110
Treasury Management, Annual Investment and Minimum Revenue Provision Strategies 2014/15	Name: Chris Gibbs Tel: (01785) 276331
Achieving Excellence: Libraries in a Connected Staffordshire	Name: Janene Cox Tel: (01785) 278368
2013 refresh of the Joint Municipal Waste Management Strategy for Staffordshire and Stoke-on-Trent (2007 - 2020)	Name: Ian Benson Tel: (01785) 276550
Decision on School Funding Formula for 2014-15	Name: Anna Halliday Tel: (01785) 278774
Achieving Excellence for Older People	Name: Martin Samuels Tel: (01785) 895760
Approval of Revised Statement of Community Involvement	Name: Ian Benson Tel: (01785) 276550
Third Quarter Budget Monitoring Report	Name: Andy Burns Tel: (01785) 276300

Infrastructure+	Name: Ian Turner Tel: (01785) 277228

**51. Exclusion of the Public**

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

**PART TWO**

**52. Exempt decision notice of the meeting held on 16 October 2013**  
(Exemption paragraph 3)

**Decision** – That the exempt decision notice of the meeting held on 16 October 2013 be approved.

**Philip Atkins**  
**Leader of the County Council**



**Cabinet meeting on 18<sup>th</sup> December 2013**

### **Achieving Excellence Quarterly Performance Report**

**Report Summary from Philip Atkins, Leader of the  
Council and Ian Parry, Deputy Leader and Cabinet  
Member for Finance, Resources and Transformation**



#### **Philip Atkins, Leader of the Council, said:**

“This report reflects the progress we are making in responding to our communities and creating a connected Staffordshire where everyone has the opportunity to prosper, be healthy and be happy.

“Throughout the report are examples of how through our own work and by joining forces with partner organisations across Staffordshire we provide crucial leadership on key issues that matter to local people. They include delivering jobs and growth, promoting healthier lifestyles by addressing problems caused by alcohol and obesity, and making Staffordshire safer.”

#### **Ian Parry, Deputy Leader and Cabinet Member for Finance, Resources and Transformation, said:**

“By focusing on what matters most to people in Staffordshire and finding new, more efficient and more effective ways of working, we have made a good start on the transformation of Staffordshire County Council and the county’s public sector to better meet the needs of local people today and tomorrow.

“Through continuing innovation and stronger links with our partners we aim to deliver a more prosperous, healthier and happier Staffordshire. This report shows the progress we have made so far, and the challenges we must overcome to deliver our ambitions for Staffordshire and local people.”

## Report Summary

1. This Achieving Excellence Quarterly Performance Report provides an overview of Staffordshire County Council's performance and highlights the progress we are making in delivering our three priority outcomes focussed upon ensuring:
  - The people of Staffordshire will be able to access more good jobs and feel the benefits of economic growth
  - The people of Staffordshire will be healthier and more independent
  - The people of Staffordshire will feel safer, happier and more supported in and by their community
2. This report also outlines an update on our intention to be a well-run Council, including the financial position of the county council and delivery of the Medium Term Financial Strategy.
3. **Recommendation** - We recommend that Cabinet note and challenge performance and advise of any further information and/or action required.

**Report Commissioner:** Kate Waterhouse  
**Job Title:** Head of Insight, Performance and Planning  
**Tel. No:** 01785 277893  
**Email:** [kate.waterhouse@staffordshire.gov.uk](mailto:kate.waterhouse@staffordshire.gov.uk)

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

## **Cabinet – 18<sup>th</sup> December 2013**

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### **Achieving Excellence Quarterly Performance Report**

#### **Recommendations of the Leader of the Council and Deputy Leader and Cabinet Member for Finance, Resources and Transformation**

1. **That Cabinet Members:**

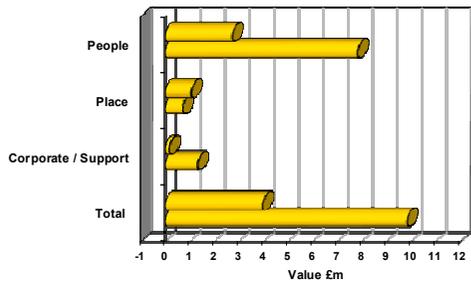
- a) Note and challenge the Performance position and advise of any further information or action required.

#### **Report of the Director of Strategy and Customer Services**

Report begins on following page.

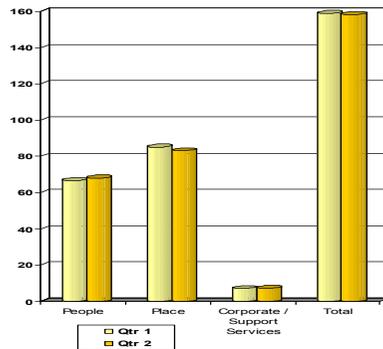
**FINANCE/TRANSFORMATION**

**Revenue Budget Variance**



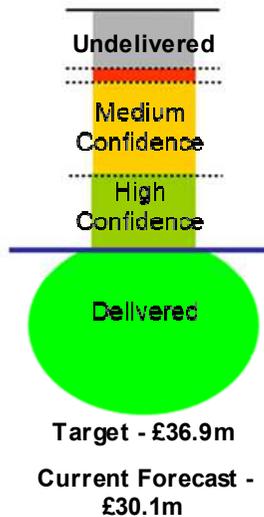
The revenue forecast outturn at quarter 2 reveals a current projected overspend of **£9.8 million** against the council's original service budgets.

**Capital Programme**



The latest capital outturn projection is **£158.2m**, compared to the quarter 1 projection of **£158.7m**, a decrease of **0.3%**.

**Savings Tracker**



The latest position of the Innovation & Efficiency savings show that we are currently forecast to achieve **£30.1m** which is under target.

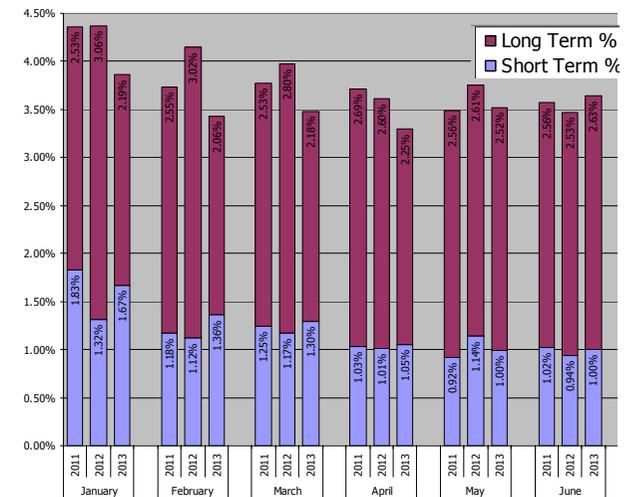
Source: SCC Finance

**HUMAN RESOURCES**

**SICKNESS ABSENCE**

**Percentage of available days lost due to sickness absence**  
(excluding Entrust, schools and SSOTP Trust)

Overall absence for the whole of SCC is down at an average of 7.1 days per employee (including schools), which is lower than public sector (8.6 days) and private sector (7.7 days) comparators. However there is a trend of increasing short term absence.



Sources: SCC Human Resources and Chartered Institute of Personnel & Development

**RESIDENTS PERCEPTIONS OF STAFFORDSHIRE COUNTY COUNCIL**

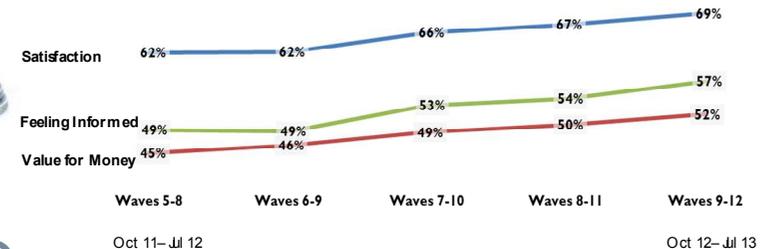
**44%** of respondents agree that SCC spends its money according to the priorities of Staffordshire people



**62%** of respondents agree SCC is making Staffordshire a better place to live



**73%** of respondents have seen at least one SCC campaign



Perceptions of the County Council have **improved** over the last 12 months

Source: SCC Reputation Tracker

## **Outcome One – The people of Staffordshire will be able to access more good jobs and feel the benefits of economic growth**

### **Performance Summary**

Measuring economic performance and productivity in an area is difficult, but Gross Value Added (GVA) is accepted as the favoured measure nationally for monitoring the total output of the economy, and can also be used to compare levels of productivity in other areas. In 2011 the total GVA of the Staffordshire economy was £12.5 billion, the largest 'shire' economy in the West Midlands, with the second largest total output of all the strategic authorities in the West Midlands after Birmingham. However, even with a recent increase in GVA per head following the peak of the recession in 2009, Staffordshire has the third lowest level of GVA per head of all the strategic authorities in the West Midlands (largely due to it having the second largest resident population) at £15,002 per annum (72% of the UK GVA per head).

Unemployment in Staffordshire has fallen since the peak of the recession and over 1,000 new jobs have been created in the first half of 2013/14, surpassing our target. However, youth unemployment remains a key area of focus. To support this, the number of apprenticeship starts in Staffordshire have almost doubled between 2009/10 and 2011/12.

Education and skills are central to achieving our vision for Staffordshire. Staffordshire lags behind the national average for higher level skills within our working age population, however we are closing the gap with our GCSE and Post-16 results. Despite our GCSE attainment being in line with the national average, only 69% of pupils attending Staffordshire schools attend a school rated 'good' or 'outstanding' by Ofsted. This places Staffordshire 8<sup>th</sup> out of 11 statistical neighbours. Employers want well educated and rounded young people to invest in and develop through employment and therefore improving our schools remains a priority.

### **Priority Actions**

The City Deal for Staffordshire County Council and Stoke-on-Trent City Council project is subject to on-going negotiations with central government, with an announcement expected in the new year. Our aspirations are that the Deal will turn Staffordshire and Stoke into a powerhouse for advanced materials and manufacturing, supplied by a highly skilled workforce and business support schemes promoting innovation, and research and development.

The Education Trust is currently undertaking research and analysis in order to develop a Skills Plan to respond to the priorities identified in the Local Enterprise Partnership (LEP) Strategic Economic Plan and the EU Structural and Investment Funds Strategy. The LEP has been selected to deliver one of three national Skills Pilots, which are aimed at forging closer partnerships between LEPs and skills providers to ensure delivery of courses that meet local labour market demands.

### **Current Activity**

In June 2013 Ofsted introduced a new inspection framework that inspects a Local Authority's school improvement arrangements. It looks at how effectively a Local Authority is undertaking its statutory duty to promote high standards for all pupils. Staffordshire is at a high risk of being inspected. An inspection can happen at any time, with a notice period of five days.

Our revised School Improvement Framework which is currently being developed will support Staffordshire schools in becoming good and outstanding. This new approach will provide greater challenge and sharper accountability to drive excellence and accelerate improvement.

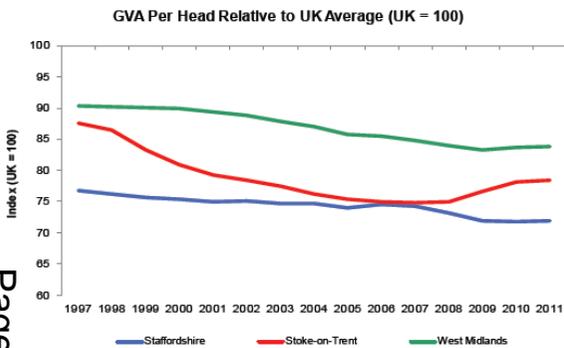
The 'Let's Talk Jobs' campaign is currently live and targeting more than 14,000 people between the ages of 14 and 25 with information, guidance and support around finding a job and developing skills for work.

# OUTCOME ONE—THE PEOPLE OF STAFFORDSHIRE WILL BE ABLE TO ACCESS MORE GOOD JOBS AND FEEL THE BENEFITS OF ECONOMIC GROWTH

## Quarter Two, 2013/14

### OVERVIEW OF THE ECONOMY

Economic output (measured using Gross Value Added per head) in Staffordshire is **falling** and is considerably below the UK average



### EDUCATION AND SKILLS

#### SCHOOLS RESULTS

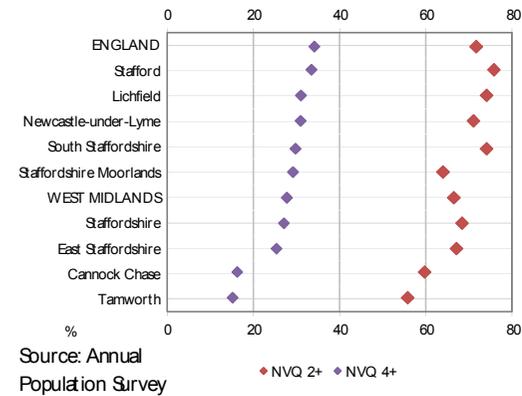
	GCSE (and equivalent)*	
	2011/12	2012/13
Staffordshire	58.7%	↑ 59.3%
England	59.4%	↓ 58.6%
	Post-16**	
	2011/12	2012/13
Staffordshire	205.3	↑ 209.8
England	212.8	↓ 212.7

\* Percentage of Pupils achieving 5+ A\*-C grades including English and Maths

\*\* A-Level and Level 3 Results of State-Funded School Students aged 16-19, Average point score across all qualifications

#### ADULT QUALIFICATIONS

Working age adults aged 16-64 Qualifications—2012

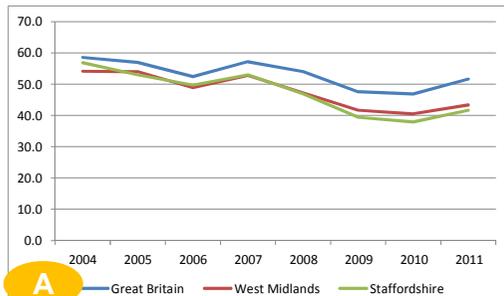


Working age qualifications at NVQ Level 2 and above are close to the national average, but fall behind the national average for higher level skills. Qualifications are lowest in Cannock Chase and Tamworth.

### BUSINESS

#### ENTERPRISE— BUSINESS DEMOGRAPHICS

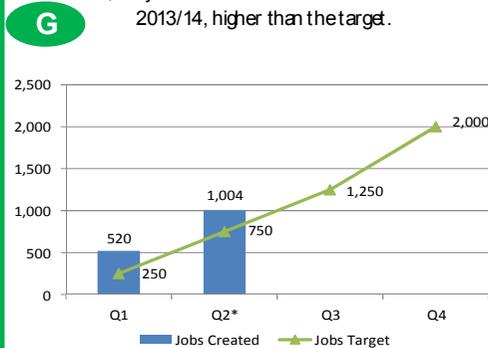
Enterprise rates are lower than regional and national averages in Staffordshire, but levels of business survival are higher.



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#### INWARD INVESTMENT

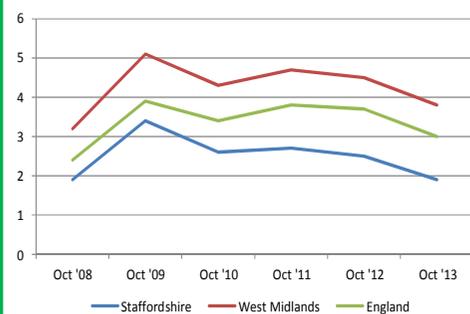
Over 1,000 jobs have been created in the first half of 2013/14, higher than the target.



\* Cumulative total Source: Inward Investment Team

### WORKLESSNESS

#### UNEMPLOYMENT



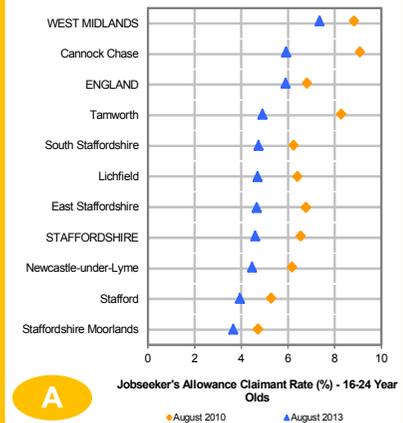
Unemployment **has fallen** from the peak of the recession and now stands at 1.9% lower than national and regional rates.

Source: NOMIS

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#### YOUTH UNEMPLOYMENT

Youth unemployment is **decreasing** across Staffordshire. However Cannock Chase records a rate above the national level.



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## **Outcome Two – The people of Staffordshire will be healthier and more independent**

### **Performance Summary**

People are living longer in Staffordshire, in line with the national picture. However, as people live longer and Staffordshire's population ages, there is likely to be an increase in the prevalence of long term and age-related conditions. Despite an improved life expectancy, premature mortality rates are higher in Staffordshire when compared to our statistical neighbours.

Lifestyle behaviours, such as unhealthy eating, smoking and alcohol misuse present a significant challenge for Staffordshire, now and into the future. Childhood obesity rates have reduced slightly in Staffordshire; however adult participation in physical activity has worsened in recent years. These challenges are not unique to Staffordshire however we need to do more to influence positive choices to reduce demand on our health and social care system now and in the future.

### **Priority Actions**

The All Age Disability Commissioning budget faces significant pressures. It is currently estimated to be £2.5m overspent based on current activity. This is due to new placements made during the year and some additional transformation costs resulting from the creation of the new Independent Futures service. Work is in hand to identify ways to address this challenge in a robust and sustainable way.

Despite the reduction in the percentage of adult social care service users who feel they have control over their daily life, there are variations. For example, the result for people with a learning disability in Staffordshire was over 90%. Work is ongoing with our partner organisations across the county to improve people's experience in this area.

In order to address alcohol misuse in Staffordshire, a new strategic approach is being developed. The first major exercise of this new strategy involves a comprehensive redesign of our approach to dependent drinkers. A procurement exercise is under-way that will result in new interventions being in place in April 2014. While improved services for dependent drinkers will have the greatest short-term impact on hospital admissions, the strategic plan involves a shift in emphasis from treatment towards prevention in the long term, particularly including plans for young people and the development of more resilient families and communities.

### **Current Activity**

Following a summer of consultation activity work is currently being undertaken to collate and respond to the feedback provided on the Health & Wellbeing Strategy and the Police and Crime Plan. Both signal significant changes in the way we work, with a much stronger focus on shifting spend to prevention and early intervention.

In parallel to this the Trust Special Administrator (TSA) for Mid Staffordshire Foundation Trust closed its formal consultation process at midnight on Tuesday 1<sup>st</sup> October 2013. The outcomes of this review will have a significant impact on the health and social care economy in Staffordshire and as such Staffordshire County Council has submitted a formal response to the consultation, raising concerns over the TSA's recommendations and calling for a single trust to be created to provide integrated care for Staffordshire as a whole, to promote and provide the best possible care for everyone in Staffordshire.

In 2012, Staffordshire County Council's partnership approach saw it establish the country's largest integration of NHS and social care with the transfer of 1,100 social care staff to a new trust, which is already making significant improvements to people's health across Staffordshire. Staffordshire County Council has now approached Government to ask them to adopt this innovative county-wide partnership approach for community health care and extend it to cover acute hospital based healthcare for the benefit of all the residents.

# OUTCOME TWO—THE PEOPLE OF STAFFORDSHIRE WILL BE HEALTHIER AND MORE INDEPENDENT

Quarter Two, 2013/14

### LIFE EXPECTANCY

	Life Expectancy at birth	Healthy Life Expectancy	% of Life Spent in 'Good' Health
	<b>79.0 yrs</b>	<b>64.8 yrs</b>	<b>82%</b>
	<b>82.9 yrs</b>	<b>62.8 yrs</b>	<b>76%</b>

Life expectancy in Staffordshire is **increasing** for both men and women, and is similar to the England average.

Source: ONS 2009-11 **G**

### PREMATURE MORTALITY

Premature mortality rates (deaths before the age of 75) in Staffordshire are **decreasing**. However when compared to other similar authorities, **Staffordshire has the 4th highest rate out of 15 similar authorities**. **Cancer** is the most common cause of premature death in Staffordshire.

Source: ONS 2009-11 **A**

### WELLBEING

	Life Satisfaction	
	2011/12	2012/13
Staffordshire	7.6	7.5
England	7.4	7.4

Based on findings from the "Measuring National Well-being programme" residents in Staffordshire have high life satisfaction ratings when asked using a rating scale of 1-10. This is in line with the average for England. The happiness rating for Staffordshire in 2012/13 was 7.3 compared to the England average of 7.3.

Source: ONS 2011-13 **G**

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### SOCIAL CARE

#### SELF-DIRECTED SUPPORT

The last 12 months have shown **rapid increases** in service users receiving self directed support. More service users have choice and control over their budget and the services they receive. Despite improvements, Staffordshire remains **below average**.

Month/Year	Control over budget (SSOTF)
07/12	47.3%
07/13	71.1%

Source: SCC Adult Social Care **A**

#### USER EXPERIENCE

Percentage of service users who feel they have control over their daily life

Provisional results for 2012/13, highlight that Staffordshire **performs below both the national and shires averages**. Locally we have also witnessed a downward trend between 2011/12 and 2012/13.

Source: Adult Social Care Outcomes Framework **R**

### LIFESTYLE

#### PHYSICAL ACTIVITY—ADULTS

**Slight but steady decline** since 2008/09. Participation is lowest in Cannock and South Staffordshire.

Source: Sport England Active People Survey **A**

#### CHILDHOOD OBESITY

% of obese children

Childhood obesity rates have shown a **slight downward trend in Staffordshire**. However Cannock Chase and Tamworth have obesity rates above the national average.

Source: National Child Measurement Programme **A**

#### ALCOHOL RELATED HOSPITAL ADMISSIONS

Similar to the national picture, alcohol related admissions in Staffordshire are on the **increase** and the rate of increase is much higher than nationally and regionally.

Source: Public Health England **R**

## **Outcome Three – The people of Staffordshire will feel safer, happier and more supported in and by their community**

### **Performance Summary**

The majority of our residents continue to feel proud to live in Staffordshire, despite the challenging economic circumstances and the amount of transformation that has taken place across our county in recent years. In terms of absolute levels of crime, Staffordshire is getting safer. Even with continuing reductions in recorded crime, fear of crime remains an issue within some of Staffordshire's communities, which suggests there is a clear perception gap.

Some of the most vulnerable individuals in society are children. Demand for children's social care services in Staffordshire continues to be high, in part due to heightened awareness by professionals, partners and members of the public but also due to an increase in worsening family situations. Referrals for abuse against vulnerable adults have also increased in Staffordshire over recent years. Demand is likely to continue to increase with improved awareness amongst members of the public. A multi-agency prevention plan is being developed to look at how to reduce the number of referrals.

Positively, Children's Minister Edward Timpson MP referenced three of the county council's projects during a speech at the National Children and Adults Services Conference in October: Staffordshire County Council's Evolve YP, a public service mutual that supports looked-after children and care leavers, Independent Futures a new integrated assessment service that focuses on the personalised needs of disabled people, and Families First which tailors support specifically towards families' needs.

### **Priority Actions**

Looked After Children numbers continued to rise in 2013 until June, which has led to a predicted increase in year overspend. The budget assumed a Looked After Children population of 935 as at the end of March 2013, and a net increase of 18 during the year (predicted total of 953 by 31 March 2014). As the numbers have currently stabilised, the pressure has reduced by £0.286m, however there is still a significant forecast overspend totalling £1.9m. It should be noted that a net reduction in Looked After numbers has taken place over the past 3-4 months. Whilst positive, it is too early at this stage to say with any certainty whether this is a trend that will be sustained.

A new Ofsted integrated inspection framework for children's services was implemented in November 2013, and it is anticipated that Staffordshire will receive its inspection visit within the first 3-4 months. Ofsted predict that 80% of local authorities will be graded at "in need of improvement" or lower.

Significant work is under way to develop the targeted/early intervention offer, but partnership take up of the Common Assessment Framework (CAF) remains low. Under the auspices and direction of the Children's Strategic Partnership the CAF has been re-designed on a multi-agency basis and will be implemented over the next 3-6 months across the Local Authority. This currently remains an area of risk particularly in terms of the anticipated inspection.

### **Current Activity**

The Building Resilient Families and Communities Programme aims to reduce costs to the public purse by redesigning the way we work with families, from a responsive to a proactive approach. Staffordshire has submitted claims for Payment by Results to the Department for Communities and Local Government (DCLG). In terms of the number of families that have been turned around nationally (from the submission in July), Staffordshire is positioned in the top third when all areas are ranked.

The Feeling Safer campaign in Staffordshire has been launched to tackle the perception gap that exists between falling levels of crime and the relatively stable, but high levels of fear of crime. The campaign is designed to truly understand the reasons for this in local areas, and then communicate and co-ordinate relevant reassurance messages from across the community safety sector.

**OUTCOME THREE—THE PEOPLE OF STAFFORDSHIRE WILL FEEL SAFER, HAPPIER AND MORE SUPPORTED IN AND BY THEIR COMMUNITY**

Quarter Two, 2013/14

**RESIDENT PERCEPTIONS**

On average over the last two years, 83% of our residents state they are proud to live in Staffordshire.



**Feel Proud**

Source: SCC Reputation Tracker

**G**

**VOLUNTEERING**

In 2012/13, over a fifth of residents gave some form of unpaid help at least once a month. This is the highest recorded since the survey began in 2008.



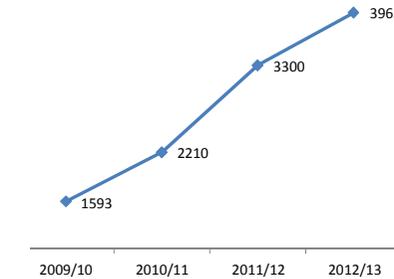
**G**

Source: Feeling the Difference Survey, Staffordshire Police

**SAFEGUARDING**

**ADULTS**

Despite the number of adult protection referrals increasing annually since 2009/10, there has been a 4% **reduction** between April and August 2013 compared with the same period last year.



Source: SCC

**A**

**CHILDREN**

The number of Looked After Children increased until June 2013 when it peaked at 973. In September 2013 the number reduced to 938.



The number on a Child Protection Plan is stabilising (567) and the percentage of children with a Child Protection Plan for over two years has **reduced** since April 2013.

Source: Families First

**R**

**CRIME & FEELINGS OF SAFETY**

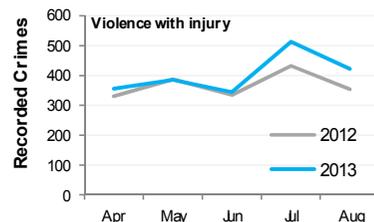
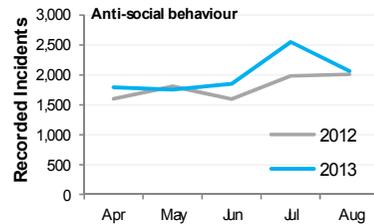
**CRIME AND ANTI-SOCIAL BEHAVIOUR**



Source: Staffordshire Police

Domestic burglary has **reduced** by 13% in the first five months of 2013/14 when compared with the previous year.

Violence with injury and anti-social behaviour have **increased** during the summer months. However, proactive interventions have influenced a 10% reduction in violence occurring within town centres.



**A**

**OFFENDING**

Adult re-offending is stable and remains **below** average. The percentage of young offenders who re-offend is now above the national average, however the overall number of young offenders is reducing.

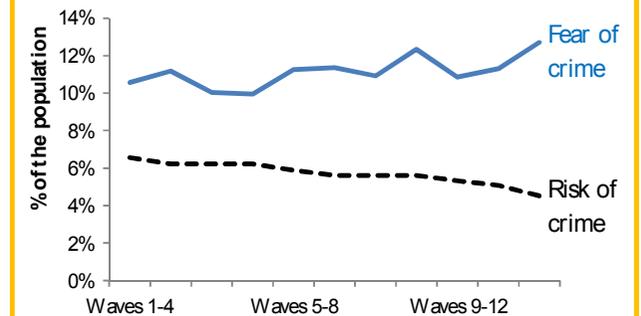
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Through effectively working in partnership we have seen reductions in recorded crime in Staffordshire from 49,959 offences in 2009/10 to 38,368 in 2012/13. A reduction of 23%.

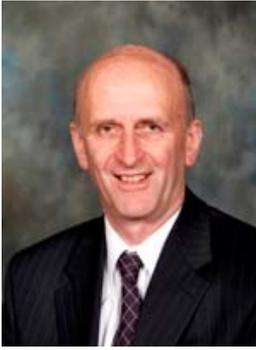
**FEELINGS OF SAFETY**

Although overall crime is **reducing**, the percentage of residents who are **fearful of crime remains relatively stable** so there is a clear perception gap.



Source: Feeling the Difference Survey, Staffordshire Police

**A**



### **Cabinet meeting on 18<sup>th</sup> December 2013**

#### **Strategic Plan 2014 – 2018 and Medium Term Financial Strategy 2014-2019**

#### **Report Summary from Philip Atkins, Leader of the Council and Ian Parry, Deputy Leader and Cabinet Member for Finance, Resources and Transformation**



#### **Council Leader, Philip Atkins said:**

“By focusing on what matters most to people in Staffordshire and finding new, more efficient and more effective ways of working, we have made a good start on the transformation of Staffordshire County Council and the county’s public sector to meet the needs of local people today and tomorrow.

“However we know the job is nowhere near done. New challenges demand new thinking, not least because people don’t want to be passive recipients of services that no longer fit how we live and work, may be expensive and only benefit a few.

“We are working with residents, voluntary groups, partners and the private sector to find new ways to improve lives. Our approach is about listening, creating the right conditions for Staffordshire’s people to flourish, and allowing people to get on with achieving their goals and aspirations.

“It is also essential for us to work closely with public sector partners who together spend over £7.5 billion of public money in Staffordshire. We have a duty to make sure this money is spent wisely and effectively, reducing the burden on taxpayers.”

#### **Ian Parry, Deputy Leader and Cabinet Member for Finance, Resources and Transformation said:**

“Over the last 5 years we have made over £130m of savings whilst freezing council tax, invested in our economy to create more jobs, and worked closer with partners such as the NHS to make every pound of taxpayers’ money we spend have the most impact on our communities.

“Further reductions in resources mean this work has to continue and we need to explore all opportunities. For instance, the power of digital technology means we can take more services into people’s homes, at a time and in a way that suits them, rather than expecting them to come to us. This is about building services around people and communities, and giving them the power to create great places.

“This will allow us to focus our efforts and limited resources on those who need us the most.”

1. This report provides Cabinet with an update on the evolving work to date in preparing our Strategic Plan and Medium Term Financial Strategy (MTFS) which set out the vision of what we hope to achieve for Staffordshire in the next four years and the ways we will work with our residents, communities, businesses and partners to gain the maximum impact from every pound we spend. Our Medium Term Financial Strategy provides details of how we will fund our operations, both investing in priority areas to improve the economy, create jobs and strengthen communities, at the same time as finding savings through new ways of working so that we operate in a modern, efficient and affordable way .
  
2. **Recommendations** – we recommend that in respect of the Strategic Plan 2014-18 and Medium Term Financial Strategy 2014-2019, Cabinet:
  - a) Note the progress made in developing the Strategic Plan 2014-18;
  - b) Note the financial outlook facing the county council;
  - c) Note the work of the Innovation and Efficiency Board;
  - d) Ask the Innovation and Efficiency Board to continue to work with services to identify additional savings needed to address the funding gap in 2014/15 and future years;
  - e) Ask the Corporate Review Committee to scrutinise the proposed pressures and savings against the principles of a good and balanced budget;

## Cabinet – 18<sup>th</sup> December 2013

### Strategic Plan and Draft Medium Term Financial Strategy (MTFS) 2014-19

#### Recommendations of the Leader of the Council and Deputy Leader of the Council and the Cabinet Member for Finance, Resources and Transformation

1. We recommend that in respect of the Strategic Plan 2014-18 and Medium Term Financial Strategy (MTFS) 2014-19, Cabinet:
  - a) Note the progress made in developing the Strategic Plan 2014-18;
  - b) Note the financial outlook facing the county council;
  - c) Note the work of the Innovation and Efficiency Board;
  - d) Ask the Innovation and Efficiency Board to continue to work with services to identify additional savings needed to address the funding gap in 2014/15 and future years;
  - e) Ask the Corporate Review Committee to scrutinise the proposed pressures and savings against the principles of a good and balanced budget;

#### Report of Director of Finance and Resources and the Director of Strategy and Customer Services

##### Background

2. This report provides Cabinet with an update on the work to date in preparing the Strategic Plan which will cover the period 2014 to 2018 and the Medium Term Financial Strategy (MTFS) which provides details of how our operations will be funded over the period 2014 to 2019. The Strategic Plan covers the period of the current administration whilst the MTFS covers five years, in accordance with best practice.
3. Staffordshire County Council's response to working in an environment of economic austerity, and doing more for less is clear. We need to provide strong leadership alongside our partners to transform what we do, and focus on what matters most, securing better outcomes for local people.
4. Over the past four years we can be rightly proud of achievements which have included:
  - **Creating 8,500 new jobs by making Staffordshire a great place to do business, including the 1,400 jobs at Jaguar Land Rover at i54 South Staffordshire;**
  - **Job seekers allowance claimants have almost halved from 20,555 or a rate of 3.9% in April 2009, to 10,380, a rate of 1.9% in October 2013;**
  - **Increasing the number of young people getting five or more good GCSEs including English and Maths from 50.8% in 2009/10 to 58.7% in 2012/13;**

- Continued to deliver reductions in crime with a further 23% reduction over the last four years;
  - Life expectancy at birth has increased across Staffordshire. Female life expectancy has increased from 81.5 years in 2006-08 to 82.9 in 2009-11. Male life expectancy has increased from 77.8 years in 2006-08 to 79.1 years in 2009-11.
5. Whilst we should celebrate our successes and achievements, we also know there is much more to do to meet our vision for Staffordshire.
  6. The Strategic Plan and MTFs are being prepared to provide detail on why and how the county council will meet its vision as agreed by Cabinet in August 2013, for:

**“A connected Staffordshire, where everyone has the opportunity to prosper, be healthy and happy”**

and how we will work with Staffordshire’s residents, businesses and our partners to make a difference to our three priority outcomes, that the people of Staffordshire will:

- Be able to access more good jobs and feel the benefits of economic growth
  - Be healthier and more independent
  - Feel safer, happier and more supported in and by their community
7. The Strategic Plan and MTFs have been prepared using the county council’s vision, values and behaviours which were also agreed by Cabinet in August 2013, as well as the 12 principles for a connected Staffordshire which underpin the thinking and working of everyone associated with the county council.
  8. A copy of the latest draft of the Strategic Plan is attached as Appendix 2 for the consideration of Cabinet on the 18<sup>th</sup> December 2013. Cabinet will be given further opportunities to consider the draft Strategic Plan before referring the plan for approval to Full Council in February 2014. (A timetable for the preparation of the Strategic Plan is attached as Appendix 3).
  9. A Staffordshire County Council Business Plan is being prepared to translate the Strategic Plan into action. It is being developed by a group of senior managers and will be refreshed on an annual basis. The Business Plan will include further details of how we measure impact and success and to support the continued improvement of the organisation.

### **MTFS Underlying Principles**

10. Underpinning the planning framework is the council's aim of setting a good and balanced budget:

A **good** budget means that:

- It has a medium term focus, supporting the Achieving Excellence Business Plan;
- Resources are focused on the Vision for a Connected Staffordshire and priority outcomes;
- It is not driven by short term fixes;
- It demonstrates how the county council has listened to local people, staff and our partners;
- It is transparent and well scrutinised;
- It is integrated with the capital programme; and
- It maintains financial stability

A **balanced** budget means that:

- Income equals expenditure;
- Savings targets and investment proposals are credible and achievable;
- Key assumptions are “stress tested”

### **Medium Term Financial Strategy (MTFS) update**

11. The MTFS sets out the financial implications of the council’s Strategic Plan. The development and refinement of the Strategic Plan is undertaken in conjunction with the financial planning process to ensure that budgets reflect the council’s aims and objectives.
12. The MTFS covers a five year period to promote longer term planning. The Local Government Finance Settlement for 2013/14 included provisional funding amounts for 2014/15 and these have been used to update the MTFS. However, the Spending Round 2013 announced spending totals for one year only, 2015/16, and another Spending Review will follow in 2015, after the general election. Therefore there is a great deal of uncertainty around the levels of funding available from 2016/17 onwards.
13. From 1<sup>st</sup> April 2013 a new funding mechanism took effect, known as the Business Rates Retention Scheme. This moves towards a system in which local authorities will be able to retain a share of any growth in business rate income, acting as an incentive for councils to promote and facilitate economic growth in their area. As this is the first year of the new system, work has been ongoing to understand the impact this will have on the County Council.
14. Identifying efficiency through innovation and new ways of working featured heavily in last year’s MTFS and, in the light of the current economic climate will continue to be a fundamental part of the council’s plans going forward. The council has a proven track record of delivering savings with over £130m being identified and delivered in the past five years (up to and including 2013/14). The council still has a number of challenges moving forward and the way the council operates, and seeks to improve the lives of people in Staffordshire, must continue to evolve. Meeting challenging savings targets and management of current and future pressures is crucial to the delivery of the MTFS and Strategic Plan. It remains the County Council’s ambition to freeze council tax again from April, but further work is needed to identify the savings required.

15. The county council's Innovation and Efficiency Board consists of Cabinet members and the Senior Leadership Team who meet to assess and challenge savings and investment proposals. In future, the Board will focus on identifying savings which are integrated and focused on our priority outcomes. Beyond the county council, it is essential that we work closer and smarter with our public sector partners to adopt a more focused 'One Staffordshire' approach. A total of £7.5 billion of public money is spent annually by the public sector in Staffordshire, and we have a duty to make sure this money is spent as wisely and effectively as it can be to deliver maximum results and reduce the burden on taxpayers.
16. It is now necessary to update the MTFs for the changes and developments since February 2013, when the MTFs was approved. The key elements of the Strategy discussed in the report are:
- a. The current economic climate
  - b. The March 2013 Budget announcement
  - c. Spending Round 2015-16 (published June 2013)
  - d. Autumn Statement 5 December 2013
  - e. Health and Social Care Funding
  - f. Spending pressures
  - g. MTFs progress to date
  - h. Work of the Innovation and Efficiency Board
  - i. Capital Strategy
  - j. Consultation arrangements
  - k. Select Committee arrangements

### **Current Economic Climate**

17. The Bank of England believes that an economic recovery has now taken hold, however there is still a long way to go before economic conditions return to pre-recession levels. The Bank is likely to maintain its low interest rate until unemployment has reached 7% or below. The impact of the recession is likely to be experienced for a significant period after GDP growth returns in terms of increased demand for county council services and also by the people and households that the county council serves.
18. The latest Staffordshire Job Seekers Allowance (JSA) claimant rate has decreased by 23.2% over the year, standing at 1.9% of the working age population, compared to a claimant rate of 4.2% in Stoke, 3.8% in the wider West Midlands and 3% nationally. Since agreeing the MTFs in February, inflationary pressures have also continued to ease but remain above the target of 2%. The latest CPI data published for October 2013 reported that CPI was 2.2% compared to 2.7% in the previous October. It is expected that inflation will reduce further and should be at the 2% target by the middle of 2014.
19. The interest on the county council's debt remains fairly constant due to the long term nature of our borrowings. The average rate for interest on debt is just above 4%. The income receipts generated are dependant on the interest rates set by the Bank of England. This base interest rate has remained at a historic low of 0.5% since March 2009, and although interest rates will increase in the future,

exactly when and by how much is unknown. Current forecasts show the base rate will remain flat for at least the first two years of the MTFs period.

### **March 2013 Budget Announcement**

20. On 20th March 2013 the Chancellor of the Exchequer presented his fourth Budget to Parliament. For the county council and the MTFs the key announcements were as follows:

- Public Sector pay increases were limited to no more than an average of 1% per annum in 2013/14 & 2014/15. This has been extended to 2015/16. Reductions in pay award have resulted in national control totals being reduced.
- A reduction in total funding of £1.1bn in 2013/14 and £1.2bn in 2014/15; equivalent to a reduction of 1% for most departments. In 2014/15 the control total for local government 'formula funding' has been reduced to £21.7bn.
- Capital Spending - Capital spending plans will be increased by £3bn a year from 2015/16 until 2020, maintaining the temporary increases to capital announced at Autumn Statement 2011 and Autumn Statement 2012.
- Pensions – A single flat-rate pension of £144 a week will be brought forward a year to 2016. From 2016 the second state pension will be abolished for new pensioners. The move to a flat rate scheme for all will mean there is no longer a need for a second state pension and therefore employers and employees previously contracted out will have to pay more in NICs. This will affect local government employees who are part of the Local Government Pension Scheme. Government estimates this change will cost public sector employers £3.3bn a year in total and public sector employees £1.4bn a year.
- Social Care Costs Cap - Drawing on the Dilnot Commission's recommendations a £72,000 cap on reasonable social care costs will be implemented. Means testing will also be extended to give more people access to financial support for their residential care costs from April 2016.

21. In addition, the budget also announced that the Chancellor does not expect to have eliminated the budget deficit until 2018/19 at the earliest.

### **Spending Round 2015-16 (published June 2013)**

22. The Spending Round was announced by the Chancellor of the Exchequer on 26 June 2013 and set out figures which relate to funding for local government in 2015/16. The main points are below:

- The DCLG Local Government Departmental Expenditure Limit will be reduced from £25.6bn in 2014/15 to £23.5bn in 2015/16, a reduction of 10.0% in real terms and 8.2% in cash terms. We had assumed a 9.2% reduction in cash terms;

- Funding for a further council tax freeze in 2014/15, payable in 2014/15 and 2015/16, has been announced, which is equivalent to £2.9m for the county council in each financial year;
- The Troubled Families Programme will be extended to more families from 2015/16, with £200m in funding, led by DCLG and drawn from several government departments;
- Schools funding and the Pupil Premium will be protected in real terms and the new schools funding formula will be introduced from 2015/16;
- The Education Services Grant will be reduced by around £200m in 2015/16 – approximately 20%. This equates to an approximate reduction of £2.7m reduction for the County Council;
- New Homes Bonus will be top-sliced in 2015/16 to help create the Single Local Growth Fund. Consultation has taken place on two options to top-slice this funding and current assumptions are that the county council will no longer receive any New Homes Bonus from 2015/16;
- Lord Heseltine's review of economic growth, published in October 2012, recommended the creation of a Single Local Growth Fund (SLGF). The Government response, published in March 2013, accepted Lord Heseltine's recommendation and committed to the creation of the fund (SLGF) from April 2015;
- The SLGF will total £2.019bn in 2015/16, which Local Enterprise Partnerships will be able to bid for. The county council will work closely with the Stoke on Trent and Staffordshire Enterprise Partnership to bid for the best possible deal for Staffordshire. Funding for the SLGF is contained within departmental settlements.

23. The outcome of the Spending Round is that there will be a significant reduction of £25.9 million in funding for the county council in 2015/16. The outlook from 2016/17 onwards is very uncertain due to the general election and the requirement for another spending review in 2015.

### **Autumn Statement 5 December 2013**

24. The Autumn Statement was announced on 5<sup>th</sup> December and contained various measures to continue the government's plan to reduce the budget deficit. The Chancellor announced that government departments will reduce their budgets by £1 billion overall but local government will be protected from this reduction. The main implications of the Statement for local government centred around business rates and New Homes Bonus. The changes to business rates mean further protection for small businesses and would have had an impact on the funding received by the County Council, however indications are that the government will fund this impact. The Chancellor also announced that the New Homes Bonus will continue to be distributed as it is currently, whereas we have previously assumed a loss of £2.2 million in 2015/16. Following the Autumn Statement, it is anticipated that the Provisional Local Government Finance Settlement will be announced before the parliamentary recess on 20<sup>th</sup> December. The Settlement

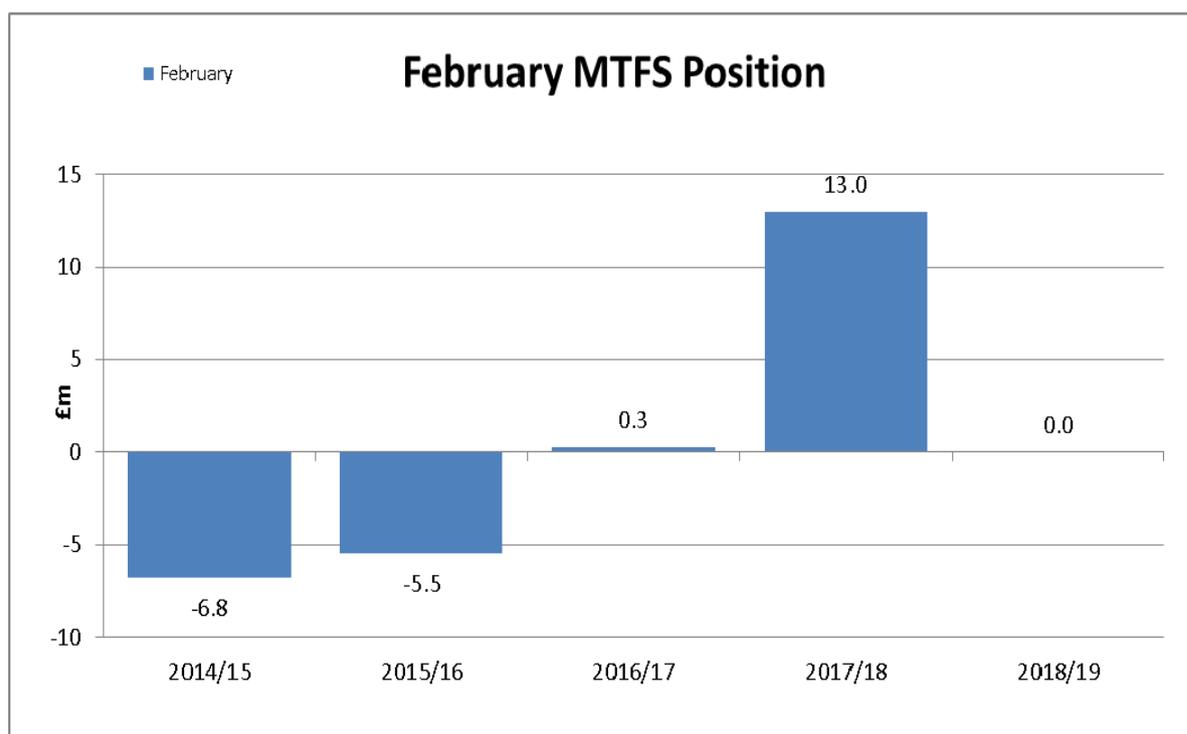
will contain further details on the impact of changes to business rates and the New Homes Bonus funding.

## **Health and Social Care Funding**

25. Included in the Spending Review was the creation of a £3.8 billion fund for health and social care. This fund is known as the Integration Transformation Fund (ITF) and consists of funding from many different areas, mainly from the NHS, being brought together to provide one pooled fund for health and social care. The Fund aims to promote a shared approach from both NHS bodies and councils for health and social care services. Staffordshire continues to be at the forefront of integrating health and social care, following the launch of the Staffordshire and Stoke-on-Trent Partnership Trust in April last year, the largest of its kind in the country.
26. The mechanism for distributing this fund is via Clinical Commissioning Groups (CCGs) and the Health and Wellbeing Board. Plans will be drawn up through these groups to allocate the funding between CCGs and the county council.
27. The various funding streams included in the £3.8 billion are as follows:
- £900 million which is already included in the base budget;
  - £200 million for 2014/15 which will be allocated according to the same formula as the £900m above;
  - £1 billion from 2015/16 which will be allocated via a formula, as yet this formula is unknown;
  - £1 billion from 2015/16 which will be allocated on a performance basis, the criteria for this are unknown;
  - £700 million from 2015/16 which is made up of various funding streams, a mixture of revenue and capital with an unknown distribution basis. Some of this element is currently allocated to borough and district councils.
28. Currently the MTFS assumes that the county council's share of the £200 million allocation for 2014/15 is £2.8 million. Assumptions for 2015/16 onwards suggest additional funding of £15 million for the county council but a sensitivity analysis shows that this could vary by either a reduction of £7 million or an increase of £13 million depending on the distribution methods used.
29. This funding stream represents the single biggest risk to the MTFS due to the amount of funding that could be made available to the county council, combined with the fact that the money is currently being spent by our partners who may have different priorities. The distribution will include an element of performance-related funding which increases the risk until the plans around this Fund are agreed and performance measure are known. It is anticipated that the Provisional Local Government Finance Settlement will contain further details to help guide our assumptions.

## Spending Pressures

30. In the current year, 2013/14, the forecast outturn at Quarter Two, reported to Cabinet on 16<sup>th</sup> October, predicted an overspend of £9.8m, equivalent to 1.9% of the council's overall service spending. The majority of this projected overspend is caused by the growing demand for social care from adults and children – an issue experienced by councils across the country. This pressure is being managed proactively in Staffordshire by better understanding residents' needs, in order to improve or redesign services, or by working with partners to deliver services differently.
31. It is expected that this approach will result in a reduction in the current projected overspend by the end of the year. However any remaining overspend will reduce the amount in general balances and therefore restrict severely any amount that could be released to support the 2014/15 MTFS. A review of reserves and balances will be undertaken and will be included in the MTFS report to Cabinet in February 2014.
32. When the 2013/14 MTFS was agreed in February, the position for future years estimated a budget gap of £6.8m in 2014/15 and £5.5m in 2015/16, as shown in the graph below.



33. This overall position meant that services already had some work to do in order to close the predicted gap in 2014/15 and 2015/16. Commissioners and Cabinet portfolio holders have met this challenge head-on and have succeeded in identifying a range of options in order to close this gap. The County Council has a forward-thinking approach to plan for future problems and therefore remains able to continue investing in priorities that make a difference to local people.

## **MTFS progress to date**

34. Since February, further pressures have been identified, making the total pressures £18.3m. Services have made strenuous efforts to identify further savings and the total savings, plus invest to save schemes amount to £39.7m. The detailed pressures and savings can be seen in Appendices 4a to 4d and are summarised in paragraph 45.

### People

35. The People strategy is to deliver improved outcomes by working with people and communities. The approach is to promote independence and services in the community, joining up provision and commissioning. There will be a greater emphasis on prevention and early intervention to prevent problems from escalating or to stop them altogether, and to focus on the 'whole life' approach for an individual. This approach will give individuals more choice and personalised support so that care is tailored to their needs. Recognising that the county council is not always the most effective organisation at providing what people need, the portfolio is looking to develop partnerships with providers who are best placed to deliver services.

36. The most significant proposed spending pressures are:

- £1.4m in relation to an increase in the number of looked after children despite the success in increasing fostering and adoptions.
- £1.0m for Learning Disability and Mental Health services which have seen an increase in demand for these services. Discussions are on-going to develop a more integrated and sustainable approach to these services.
- £3.2m in total of new care pressures reflect a broad range of smaller issues, but the most significant individual element being £1.7m set aside for the impact of residential fee increases stemming from the 2012/13 review which was approved by Cabinet in June 2013.
- £1.5m linked to rising pressures with Special Educational Needs Transport over the last 18 months, which are currently being reviewed in order to identify options to off-set this by £0.5m, reflected in the savings targets.

37. New and revised savings options of £12.1m have also been identified, which are outlined in detail in Appendix 4a. The most significant for 2014/15 are:

- £7.0m through the review of a range of contracted services and the level and breadth of services that will continue to be commissioned. Also looking where possible at opportunities for potential efficiencies from providers. This work mainly focuses on Staffordshire & Stoke-on-Trent Partnership Trust and Entrust.
- £4.0m resulting from adopting a much more radical approach to commissioning preventative services. Acting early to prevent problems from escalating or even stopping them altogether, means that people will be independent for longer, less reliant on the costly care we provide, and enabling us to save significant amounts of money with minimal impact on people and communities.

- £2.3m from a range of options within Families First including a review of residential provision, management savings, reviews of specific specialist teams and exploring a number of trading opportunities.
- £2.0m based on a fundamental review of services to achieve excellence for young people which is elsewhere on this Cabinet agenda.
- £1.5m through a fundamental review of the effectiveness of services provided through the council's Children's Centres network and exploring different approaches to achieving better results for families with young children who need support.

## Public Health

38. Responsibilities for Public Health transferred from the NHS to the County Council in April 2013. Funding is currently provided as a ring-fenced grant from the Department of Health to address challenges and disparities in public health across Staffordshire. There is currently a major programme of public health transformation taking place to address these challenges. As an integral part of the council, public health will operate within the current priorities and financial constraints of the authority. We will therefore ensure that, where possible, the Public Health grant is used to support and improve health and wellbeing outcomes across Staffordshire. Grant spend of £1.6m will be used in 2014/15 to support county council activities that will achieve wider Public Health outcomes.

## Place

39. All Commissioners across the Place portfolio have continued to strive for more efficient, effective ways of working to ensure resources are directed towards priority areas, for example:

- *Economic Prosperity / Business and Enterprise County* – creating the right conditions for the economy to grow, creating more jobs and prosperity for the people of Staffordshire continues to be the top priority of the council. Funding is required to ensure the county council can make the best possible case to win its share of the Local Growth Fund and bring the widest benefits to the county. In addition, savings have been generated by reduced project running costs.
- *Built County* – efficiency savings arising from the new contract arrangements (Infrastructure +) are anticipated. A detailed review of road safety provision within the Staffordshire Safer Roads Partnership is to be explored, alongside greater community engagement on the issue. In addition, a review of street lighting provision is to be undertaken to see if we can follow the success of other parts of the country where savings have been made.
- *Sustainable County* - significant ongoing savings are being delivered as a result of the contract to operate the new Waste to Energy plant. Additional savings will also be generated by the recent change to the contract for the management of Household Waste recycling centres and opportunities to deliver further savings are to be explored.

- *Tourism and the Cultural Environment* – development of a new Libraries Framework will explore options for a significant reduction in cost, particularly in the medium term.
- *Transport and the Connected County* – as bus services become more financially sustainable through initiatives such as the transport review, we will be able to reduce the budget for publically subsidised bus services.

#### Corporate & Support Services

40. The County Council recognises that it is not always the best organisation to provide what our communities need. As it commissions more services from partners and other organisations the County Council is significantly changing and therefore needs to look continually at the nature, size and type of support services it will need in the medium to long term.
41. It is clear that there is a need to change the current support services to ensure they meet the needs of the organization, and newly created bodies that the council has a stake in, such as Entrust, in the most cost effective way.
42. An assessment of current and future needs has been undertaken. Business cases are under development on the future shape of these services and what opportunities exist, for instance, in trading them to other bodies.
43. Further details on both proposed pressures and proposed savings can be seen in Appendices 4a to 4d.
44. Details regarding the assumptions used in the MTFs for the major cost elements and funding streams are attached as Appendix 5.

#### Summary of Pressures, Investment and Savings

45. The table below provides a summary of the total pressures, invest to save schemes and savings included in the MTFs for the five year period. This is shown in Appendix 6 split over each portfolio.

	2014/15	2015/16	2016/17	2017/18	2018/19
	£m	£m	£m	£m	£m
Pressures	18.292	21.263	25.907	28.497	31.351
Inflation	5.191	15.697	25.520	34.965	44.558
Savings	(39.704)	(58.176)	(73.627)	(76.471)	(76.421)
Invest to Save	(2.959)	(7.465)	(8.345)	(9.825)	(10.345)
<b>TOTAL</b>	<b>(19.180)</b>	<b>(28.681)</b>	<b>(30.545)</b>	<b>(22.834)</b>	<b>(10.857)</b>

#### Sensitivity Analysis

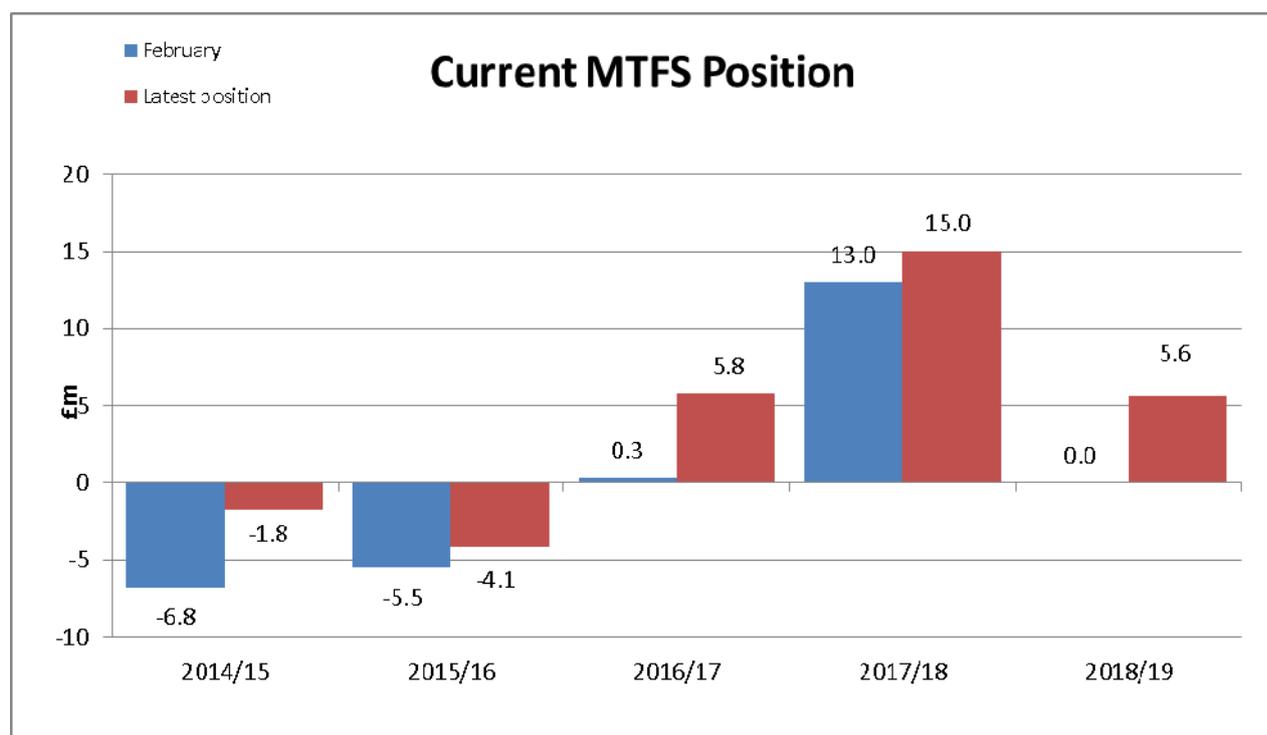
46. In terms of assessing the impact of changes under various scenarios the following table sets out a guide to the effect of changes to the major cost elements/funding streams:

<b>Impact of (+ or -)</b>	<b>Equates to (+ or -)</b>
1% Council Tax	£ 2.9 million
1% Business Rates growth (SCC receives 9% of the total collected rates across Staffordshire)	£2.8m across Staffordshire, of which SCC receives £0.250m (9%)
1% Pay award (excludes staff funded from specific grant (e.g. Dedicated Schools Grant))	£ 1.7 million
1% Non-pay budgets	£ 1.9 million
1% Interest (on balances)	£ 1.8 million

## Council Tax

47. In the 2013 Spending Review, the Chancellor announced that a freeze grant would be made available to those authorities who do not increase their council tax in 2014/15. The freeze grant would provide the equivalent of a 1% increase in council tax, in 2014/15 and 2015/16. The current planning assumption for the MTFS period includes a 2% increase in council tax. The county council is keen to freeze council tax in order to reduce the burden on local people, however there is further work to do in terms of generating savings options before a decision can be made on council tax.
48. Based on the options shown in Appendices 4a to 4d, the MTFS still has a gap of £1.8m in 2014/15, rising to £4.1m in 2015/16. However there is headroom in the later years of the period which means that the MTFS is balanced in the medium term. However, the exact level of government funding the county council will receive for 2014/15 and future years will not be known until the Provisional Local Government Finance Settlement is announced in late December.

## Current MTFS Position



49. As a gap of £1.8 million still remains for 2014/15, it is proposed that Cabinet continues to work with services to identify the best way of meeting these challenges.

## Work of the Innovation and Efficiency Board

50. The Innovation and Efficiency Board consists of Cabinet members and the Senior Leadership Team and it has a key role in helping the organisation to transform the way it achieves its outcomes. The Board has reviewed last year's process and considered recommendations from the Assets and Budget Select Committee for the process to be adopted this year.

51. The Board is forward looking and focused on:

**Innovation** – to encourage innovative proposals that improve priority outcomes; provide economy and efficiency and deliver excellent value for money for taxpayers.

**Challenge** – to apply 'business-like rigour' to ensure that MTFS options are in line with the administration's priorities and are managerially deliverable.

52. Delivery of innovations and efficiencies are monitored via our transformation governance arrangements including regular reports to informal Cabinet, Select Committees, SLT, Delivery Board, Service and Project Boards.

53. In light of the gap shown above, the Innovation and Efficiency Board will continue to:

- Provide a forum which provides challenge and rigour to services, whilst providing an encouraging environment to share ideas and models in order to deliver innovative services which meet political priorities set by Cabinet;
- Help deliver service models that not only drive improvement to the front line, but also offer excellent value for money for the taxpayers;
- Recognise that we cannot continue to deliver services in the way that we do, developing a successful business model that is sustainable long term;
- Provide recommendations and assurance to Cabinet that the Medium Term Financial Strategy process has been through satisfactory challenge and scrutiny, recognising that pressures and savings are realistic and are deliverable;
- Encourage appropriate scrutiny of recommendations coming from the Board to ensure that the credibility of the Board remains.
- Test the pressures and savings against the twelve principles and three outcomes for a Connected Staffordshire.

## **Capital Strategy**

54. The Spending Review 2010 announced significant reductions in capital funding. Support for capital now takes the form of cash grants with no central support for borrowing. In the March 2012 Budget, the Chancellor announced that Tax Incremental Financing (TIF) will be available from April 2013. All local authorities will be able to access TIF within the confines of the Local Government Finance System. This will allow councils to borrow against future business rate revenue streams to stimulate investment.
55. In recent years the level of capital receipts generated has reduced due to property market conditions. The latest forecast of capital receipts reveals that this situation is likely to continue so a change in emphasis is required to generate additional capital funding.
56. As part of their service plan preparations, services have been encouraged to undertake a review of the projects contained in the existing capital programme to identify scope for diverting capital resources to other projects and programmes. Any investment required to pump prime initiatives designed to deliver long term, sustainable efficiency savings will further increase the pressure on capital funding streams.

## **Consultation**

57. Effective consultation is a key principle of a good and balanced budget. We want to make sure that we are tackling what really matters to people in Staffordshire therefore good consultation is an integral part of “stress testing” the assumptions included in the MTFS to ensure we meet residents’ needs.
58. For many years the council has undertaken a range of consultation events locally such as focus groups, residents’ and citizens’ panel surveys and other specific events. Throughout 2013 we have consulted with Staffordshire’s residents to understand their wants, needs and aspirations and these have underpinned the development of our vision, priority outcomes, values and behaviours. Early in the new year, consultation will take place with trade unions and the business

community. Further specific consultation will take place as required, if there are any proposed changes to services.

## **Scrutiny Arrangements**

59. Scrutiny of the MTFS is being undertaken by a working group of the Corporate Review Committee. Last year's work has been reviewed to continue with the development of the scrutiny process and key areas of risk were identified for further detailed examination. This ensured that scrutiny efforts have been focussed on key priority and high risk areas. It is requested that the Committee also scrutinise the proposed pressures and savings in this report and report their findings to Cabinet in February.

## **Risk Assessment and Robustness of Budget**

60. The robustness of the budget is essentially a judgement about the assessment of risk. The main risk faced by the council this year is the uncertainty about how much funding will be received from Government. The other key risks identified at this stage that need to be managed effectively are set out below.

- The single biggest risk is the Integration Transformation Fund and the uncertainty surrounding the method of distribution and how much Staffordshire's share will be;
- The impact on income from Business Rates in the current economic climate;
- The potential impact of borough and district councils being unable to collect all council tax owed from those affected by the government's decision to localise council tax benefit support;
- Spending exceeding budgets and/or income falling short of budgets;
- Savings options identified and assumed in the MTFS not being achieved;
- The impact of the current economic climate, including increased inflationary pressures, interest rate changes, reduced levels of income from fees and charges for council services etc;
- Increased demand for council services above estimates, including the impact of welfare benefit changes;
- Impact of any cost transference from other agencies to the county council;
- Expected income from other agencies not materialising;
- Lack of clarity regarding future capital funding, potential restrictions on borrowing and the use of TIF powers.

61. Failure to deliver the savings identified by the Innovation and Efficiency Board will jeopardise the council's MTFS and the delivery of the Strategic Plan. The robust processes put in place by the Innovation and Efficiency Board for delivering these savings provides reassurance that this risk is minimised. The council has a proven track record of delivering savings. Action to deliver the savings included in the MTFS has commenced supported by the Transformation Support Unit and closely monitored by the council's transformation governance arrangements including regular reports to informal Cabinet, Select Committees, SLT, Delivery Board, Service and Project Boards.

62. With regard to the risk of overspending against budget, thorough budget preparation and detailed monitoring during the year coupled with the personal financial accountability framework introduced in 2007 minimises this risk. Furthermore Finance Units are able to identify any concerns at an early stage, advise management teams and recommend measures to mitigate the impact. Budget monitoring reports are regularly considered by management teams and by Select Committees, Portfolio Holders, SLT and Cabinet on a quarterly basis.

## **Conclusions**

63. By focusing on what matters most to people in Staffordshire and finding new, more efficient and effective ways of working, we have made a good start on the transformation of Staffordshire County Council in order to meet the needs of local people today and tomorrow. We are continuing to work with residents, voluntary groups, partners or the private sector to find new ways to improve lives. Our approach is about listening, creating the right conditions for Staffordshire's people to flourish, and allowing people to get on with creating their own prosperous future. In turn this allows us to focus our efforts and limited resources on those who need us the most.

64. It is essential for us to work closer and smarter with our public sector partners who together spend over £7.5 billion a year of public money in Staffordshire. We have a duty to make sure this money is spent as wisely and effectively as it can be to reduce the burden on taxpayers.

65. We will be talking with residents and partners in the months ahead about the role of the county council and will listen further to their ideas on how we must adapt to changing circumstances and help ensure that everyone in Staffordshire can prosper, be healthy and be happy.

**Andrew Burns**  
**Director of Finance and Resources**

**Jacqui McKinlay**  
**Director of Strategy and  
Customer Services**

### **Equalities implications:**

Equalities implications arising from the issues covered by this report will be incorporated into outcome and service plans. Equality Impact Assessments will be undertaken for each specific issue.

### **Legal implications:**

At this stage in the development of the MTFS there are no specific legal implications presented by this report.

### **Resource and Value for money implications:**

The Resource and Value for Money implications are set out in the report.

### **Risk implications:**

As outlined in paragraphs 60-62 of the report.

### **Climate Change implications:**

We have considered the impacts on climate change whilst developing the MTFS and have, in line with the county council's key priority concentrated on reducing our carbon footprint in future service delivery plans. As an organisation, over the medium term we are encouraging greater flexible working which aims to reduce emissions even further.

### **Health Impact Assessment**

The impact on public health has been considered whilst developing the MTFS. Innovation and Efficiency options proposed aim to improve and promote the health of citizens through closer working with the NHS. Further implications will be incorporated in the outcome plan for Staffordshire as a place where people live longer, healthier and more fulfilling lives.

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# **Leading for a Connected Staffordshire**

## **Staffordshire County Council**

### **Our Vision for Staffordshire**

**2014 to 2018**

## **FOREWORD**

Welcome to Staffordshire County Council's strategic plan for 2014 to 2018.

Staffordshire is a great place to live, work and invest where most people enjoy a good quality of life. A county with a proud heritage and bright hopes for the future – well positioned at the heart of the West Midlands to create jobs, growth and prosperity for local people and to make a mark on the world stage.

Working in partnership, much has been achieved over the last four years – a better quality of life for local people, major programmes delivered to secure future growth and jobs and substantial changes to how we operate, ensuring we can continue to deliver better outcomes and respond to the financial pressures we face.

Our current strategic plan was developed some three years ago, and much has changed during that time. Therefore, we have reviewed our strategy – building on the strong foundations of the last four years and setting out a clear vision for the future of Staffordshire and the role of the County Council in delivering that vision.

This vision matches our detailed understanding of what matter to residents and a belief that we can all work better together to improve lives in a more affordable way.

Whilst we know there will be challenges ahead and tough decisions to be made, there are also many exciting opportunities. Working with partners, communities, families and individuals, we can deliver a better Staffordshire for current and future generations.

**Philip Atkins, Leader, Staffordshire County Council**

## **INTRODUCTION**

Over the last twenty years there has been a major change in the way people live their lives. Technology has transformed how people work, play and connect, employment patterns have fundamentally changed, family structures are more varied and complex and we have more choices about how we spend our time and money. We live in a global economy with more connections than ever before to friends, family, employers and information.

Today, we all want greater choice and control of our own lives. People's expectations have changed and we are no longer happy to receive what the state deems is best. This has profound implications for all public services. Whilst this means that we have to change, we must also maintain our role of protecting the vulnerable in our communities and helping those who need it most. Getting the balance right means looking carefully at how we use our resources to make sure we can target our support where it is most needed.

The worst global recession since the 1930s has resulted in a prolonged period of austerity that will continue for many years to come. Whilst the economy is recovering, the message is clear - doing more with less is the new normal. This has led to significant questions about what the state can afford to do in the future, particularly as demand continues to grow and needs become more complex.

Staffordshire County Council's response to this new environment is clear. We need to provide strong leadership alongside our partners to transform what we do and focus on what matters most to local people.

We can rightly be proud of our achievements over the last four years. Working together as One Staffordshire we have created new jobs and better opportunities for our workforce. We have improved standards of education and training, and continued to reduce levels of crime and disorder.

At the same time, we've made major changes to the council and the way we operate. We have transformed ourselves into an organisation focused on achieving positive outcomes for 'people' and 'place', a much stronger focus on what matters to local

people, and a transformation in the way that we commission and secure better outcomes for local people. Over the last five years, we have successfully made £130m of savings and frozen council tax, whilst continuing to invest in our economy and achieve better value for money for the taxpayer.

Whilst we should celebrate our successes and achievements, we also know there is much more to do.

## **OUR NEW STRATEGY - 2014 to 2018**

With our track record of delivery we should be confident about our ability to deliver in the future. Whilst the economic situation remains tough, we are now in a period of sustained, if slow recovery. However, the financial pressures facing local government - and all parts of the public sector - will continue for many years to come. But, most importantly, the needs and wants of communities, families and individuals continue to change.

We have listened to what local people tell us. We are not always the best placed to be the provider of what local people or businesses need - nor do we have a monopoly on good ideas or solutions for the issues faced by our communities. This is why we are redoubling our efforts to work with residents, voluntary groups, partners and the private sector to find new and different ways to improve lives through building stronger communities. Our approach is about providing the connections and creating the right conditions for Staffordshire's people to flourish and prosper, without state interference.

We firmly believe this is both the right thing to do and what local people want us to do. However, we also know that the current approach to services and delivery is not affordable; nor is it delivering the outcomes that people often want and need.

In short, the status quo is not an option.

## **Vision, Values, Behaviours and Outcomes**

Whilst we need to fundamentally review what we do, our role as community leader is enduring and will be significantly strengthened in the future. As a democratically accountable organisation we need to provide strong leadership to all partners from across the public, private and voluntary sector and work effectively with local communities to deliver a better quality of life for all.

Collectively, we and our partners, including national government, spend over £7.5bn of public money in Staffordshire. We all have a duty to make sure this money is spent as wisely and effectively as possible. Whilst significant savings need to be made, there is still considerable capacity and resources that can make a difference to people's lives.

In August 2013, the County Council agreed a new vision and three priority outcomes providing a simple and clear articulation of what we will focus on over the next four years:

**Vision : A connected Staffordshire, where everyone has the opportunity to prosper, be healthy and happy.**

**Our three priority outcomes. The people of Staffordshire will:**

- **Be able to access more good jobs and feel the benefits of economic growth**
- **Be healthier and more independent**
- **Feel safer, happier and more supported in and by their community.**

Delivering the vision will require strong leadership from elected members, hard work from all staff, stronger partnership working and a new relationship with individuals, families and their communities. The council has agreed a set of values and behaviours that will guide how we will think and work together on a day-to-day basis to help deliver the vision.

Values	Behaviours
Put the people of Staffordshire first Value each other Embrace doing things differently Do the right things	<b>Articulate</b> : communicate compellingly <b>Ambitious</b> : Seeking out improvement and innovation <b>Perceptive</b> : Understanding the wider perspective <b>Strategic</b> : Driving for performance and results <b>Leadership</b> : Leading self and others <b>Integrity</b> : Insightful thinking

To deliver the vision, we need to continue to fundamentally review everything we do, how we do it and develop new and different ways of achieving outcomes with less resources. We need to retain what has worked well over the last four years, but challenge ourselves hard to develop new ways of working and delivering to respond to the challenges and opportunities ahead of us.

Our new approach is captured in a series of **operating principles** that will guide our thinking and choices over the next four years. A new philosophy that will redefine the role of the County Council and how we are organised to deliver:

### **Operating Principles**

#### **Evolve our relationship with residents**

- Think individual, families and communities first, state last, promoting personal responsibility, resilience and independence in all our actions.
- Give a stronger voice and more clout to the people of Staffordshire on the issues that matter to them, not just those issues we have a statutory responsibility to deliver.
- Encourage and support all Elected Members to be true community leaders, informing and influencing at a local and county level to create great places to live.
- Collaborate with residents and communities to identify the best long-term solutions to problems, whether that's from within the community itself or from the voluntary, private or public sector.

**One Staffordshire:**

- Focus on leading and influencing for the good of Staffordshire - it doesn't matter who does what as long as it gets done.
- Integrate insight, creative thinking and planning with partners inside and outside Staffordshire as appropriate.
- Integrate back office, delivery and governance with partners inside and outside Staffordshire as appropriate.

**Staffordshire County Council will:**

- Promote Staffordshire as the place to invest, live, learn and visit.
- Be the passionate advocate for Staffordshire locally, nationally and internationally, seeking to deal with only the things that matter to our residents.

**How we work:**

- Get more joined up, locally and corporately, so we can work with residents, communities and partners to meet local needs more effectively.
- Get our financial systems, governance processes and commissioning support aligned to enable delivery of our ambitions.
- Everyone associated with the council (employees, Members, providers etc.) will go out of their way to understand what local people need, put their needs at the centre of what we do and find new and better ways to improve their lives.

The principles will be applied to everything we do, providing a framework to challenge, test and fundamentally review. There will be tough decisions to be made over the next four years and we will be open and transparent about the basis of our choices and actions. At the core of this is a commitment to have an open and honest dialogue with the residents of Staffordshire, listen to what you tell us and make decisions in full consultation and engagement with you and other stakeholders.

To achieve this, elected members will lead the delivery of this strategy, shaping the debate and discussions with local people and presenting the case for the decisions we need to make in the future.

## **LEADING FOR BETTER OUTCOMES**

We understand that we need to rethink our relationship with communities, families and individuals. We need to make sure we acutely understand what people want and need and be guided by them about how we work together to develop shared solutions to long-standing issues. We need to find new ways of unlocking the capacity that sits within our communities and families to help deliver a better and more sustainable future, and we need to do this within the context of being part of a global society.

We need to do the right thing by stepping away when we are not needed and thinking innovatively about how to fill gaps to avoid creating dependency or detracting from existing community capacity.

Whilst this is the County Council's vision and strategic plan, it can only be achieved by working with others from the public, private and voluntary sector, not just within Staffordshire but across regional and national boundaries as well.

Securing economic growth, driving up educational attainment and skills, tackling health inequalities and reducing crime are difficult issues that defy 'quick fixes' and are beyond the control of a single agency. Only by working together will we deliver a better quality of life for the people of Staffordshire and respond to the financial pressures facing all partners.

We start from a good position; partnership working in Staffordshire is strong and improving all the time. The improvements around jobs, health, education and crime have only happened because of the continued commitment and hard work of all partners. Our challenge now is to build on the excellent foundations of recent years and redouble our efforts.

Supporting the continued development of the Local Enterprise Partnership, Education Trust, Health and Well Being Board and Police and Crime Commissioner will be important. All partners need to challenge what we do to make sure we have strong and ambitious strategies supported by sound delivery plans.

**All partners are united about what we need to do to deliver a better quality of life for local people:**

- Create **economic growth** and jobs that benefit local businesses and people
- Improve **health and well being** and support people to become more independent
- Reduce crime, the fear of crime and make people feel **safer in their communities**.

Firm plans are in place and being delivered by all partners to achieve these shared outcomes but we need to review and strengthen our approach to make sure we can continue to deliver in the future. Success will only come through working with partners, residents, businesses and others to share our thinking and resources and develop new and different solutions to the challenges and opportunities facing Staffordshire. These are not just challenges for our county but are global issues requiring new ways of working and different solutions. Staffordshire will be at the forefront of this thinking.

## **LOOKING TO THE FUTURE**

Whilst this strategic plan rightly focuses on what will we do over the next four years, we need to think about the long-term future of Staffordshire. Modern life continues to change and this will only accelerate in the future. Whilst no-one can predict with complete certainty what life will be like in the future, we have a duty with our partners to shape this as best we can for future generations. Delivering this strategy will lay the foundations for a bright future for Staffordshire and its residents. We want people to be happy, prosperous, independent, safe and connected.

In short, **our long-term vision for the future is that by 2033, Staffordshire:**

- Is a place where individuals and families take responsibility for their own lives, happiness and futures
- Is a place where families inspire and support each other to fulfil their potential
- Is a place where communities support each other and have responsibility for making decisions
- Is a place where there is a clear understanding that the state is only there to provide support as a last line of defence

- Has a world-class, dynamic economy with a highly skilled workforce
- Is the 'go to' location for business, both nationally and internationally
- Has a reputation as an area for innovation, ambition and forward thinking
- Is a great place to live, seen as number one in the UK.

Whilst there will be challenges along the way, particularly as we move away from traditional building-based delivery, we should be bold and ambitious about the future of our county and work together to deliver an even better place to live for current and future generations.

## **CONCLUSIONS**

Staffordshire is already a great place to live, work and invest and there is much that we should rightly be proud of. But we should be ambitious for our county and bring more investment and more good jobs for local people. This is how we will deliver a better quality of life for all.

We can only do this by working with other partners and local people. This strategy sets out a clear vision for the kind of Staffordshire we want to see in the future and what we will do as the County Council to deliver that vision.

## Proposed timetable for development of Strategic Plan 2014-2018

Task/Process	Date
Corporate Review Committee update	2nd December 2013
First Draft of Strategic Plan to Cabinet	18th December 2013
Draft Strategic Plan considered by Corporate Review Committee	13th January 2014
Cabinet – Recommendation to approve Strategic Plan for approval by Full Council	5th February 2014
Full Council to approve Strategic Plan alongside MTFs and 2014/15 Budget and Council Tax	13th February 2014

People  
Detailed Pressures, Savings and Investments

Appendix 4a

Description	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m
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<b>Care</b>
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<b>Total Service Spending Pressures Approved in February 2013</b>	<b>3.289</b>	<b>6.774</b>	<b>9.764</b>	<b>12.642</b>	<b>12.642</b>
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<b>Existing Service Spending Pressures - Altered since February 2013</b>					
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The number of children in Staffordshire who require our care continues to grow. In the last 12 months the average increase in the number of children we care for has been around 10%. This is a national trend, although we have low numbers of children we care for compared to other areas of the country. Because our numbers are still growing we need to increase the amount we spend in order to keep these children safe from harm.	2.250	2.600	2.950	3.300	3.650
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To increase staffing levels in safeguarding units and provide interim resources to deal with issues identified in Local Support Teams, in order to address the concerns raised by a recent safeguarding inspection. The inspection highlighted an urgent need to speed up assessments of children in need and high caseloads of staff in safeguarding units, which was impacting on service provision and the quality of supervisions in certain areas. It also highlighted further work required to embed more consistent assessment, planning and recording within Local Support Teams.	0.511	0.240	0.240	0.240	0.240
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The current year has highlighted a significant displacement of former mental health-funded care to the social care sector. This is being addressed with Health Commissioners to develop a more integrated and sustainable approach to meeting the care needs of people with mental health needs.	0.500	0.500	0.500	0.500	0.500
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The council aims to work in partnership with Staffordshire and Stoke on Trent Partnership Trust to gain a share of the wider health economy benefits of joint working between the council and NHS Partners, however the 2013/14 target has not currently been met.	2.400	2.400	2.400	2.400	2.400
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Savings have been delivered through the development of a single management structure through a reduction of the number of management posts as a consequence of the ongoing of modernisation of the councils remaining in-house care services. These savings have been slightly less than originally included in the MTFS resulting in a small pressure.	0.125	0.125	0.125	0.125	0.125
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The Learning Disability service overspent its budget in 2012/13 and is forecast to do so in 2013/14. This is largely due to income losses from the NHS for continuing healthcare cases and section 117 aftercare cases. This loss of income combined with an increased demand for high cost placements has put a considerable pressure on the services budget. As a result it is necessary to reflect this pressures and include additional resources within the budget.	1.500	1.500	1.500	1.500	1.500
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<b>Total Altered Existing Service Spending Pressures</b>	<b>7.286</b>	<b>7.365</b>	<b>7.715</b>	<b>8.065</b>	<b>8.415</b>
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<b>New Service Pressures</b>					
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The level of pre-court assessments fees has increased which has created a budget pressure.	0.200	0.200	0.200	0.200	0.200
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People  
Detailed Pressures, Savings and Investments

Appendix 4a

Description	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m
The Social Work Practice contract with Evolve has been extended a further 12 months in accordance with the original terms of the contract, pending a review of the long term future of the practice and that of Families First.	0.120	0.120	0.120	0.120	0.120
The NSPCC currently provide Advocacy services for the vulnerable children service. They have informed the council that they will no longer provide this service free of charge from April 2014 which has created a budget pressure due to the need to enter into a contract with an external organisation.	0.100	0.100	0.100	0.100	0.100
The council has some residual costs from its former residential care homes for which there is currently no budget. In time they will be eliminated but in the short term there is a need to recognise them in the MTFS.	0.100	0.100	0.100	0.100	0.100
Staffordshire is a diverse county and the council has recognised that it can cost more for vulnerable people to access good quality care services in more rural locations across the county. As a consequence it is necessary to recognise this additional cost within the MTFS.	0.250	0.250	0.250	0.250	0.250
The council has now fully implemented its fairer charging policy which makes sure there is a fair and equitable balance of responsibility between the individual and the council in meeting the cost of care. A review of the impact of the policy has concluded that income levels may be slightly lower than first envisaged over the course of the MTFS.	0.500	0.500	0.500	0.500	0.500
There are a range of small budget pressures across the Adult Social Care budgets which have contributed to the forecast overspend in 2013/14. These have been actively managed but a small pressure needs to be included within the MTFS in order to address this moving forwards.	0.250	0.250	0.250	0.250	0.250
The council carried out a comprehensive review during 2012/13 of the fees it pays to residential care homes. The review took into account the costs of care providers, other local factors and best value for money. The result of the review resulted in an uplift of the fees paid which now needs to be built into the MTFS.	1.700	1.700	1.700	1.700	1.700
<b>New Service Pressures Total</b>	<b>3.220</b>	<b>3.220</b>	<b>3.220</b>	<b>3.220</b>	<b>3.220</b>
<b>Total Service Spending Savings Approved in February 2013</b>	<b>(6.814)</b>	<b>(12.479)</b>	<b>(17.479)</b>	<b>(17.479)</b>	<b>(17.479)</b>
<b>Existing Service Savings - Altered since February 2013</b>					
Ensuring closer, more integrated partnership with all key players with an interest in families, which will lead to better targeting of services, better commissioning decisions and improved outcomes at a reduced cost.	(0.800)	(0.800)	(0.800)	(0.800)	(0.800)

People  
Detailed Pressures, Savings and Investments

Appendix 4a

Description	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m
As we commission more services, the council expects all its major service providers to deliver outcomes whilst also delivering annual efficiencies. The previous MTFS expected that Families First will make at least a 3% annual saving from 2015/16 onwards. This saving will now start from 2016/17.	0.000	0.000	(1.580)	(3.680)	(3.680)
An integrated and personalised whole life approach to the strategic planning, commissioning, management and provision of services to children and adults with disability.	(1.000)	(1.000)	(1.000)	(1.000)	(1.000)
As the focus on prevention increases in the medium term, and further investment is made in the current MTFS, capital programme for flexi-care and a joined approach to assistive technology with health partners, then the future benefits are expected to further promote independence and reduce the volume of long term support need.	(0.800)	(0.800)	(0.800)	(0.800)	(0.800)
A holistic review of the prospects for delivery of the wide-ranging modernisation programme associated with in-house service provision has revealed the need for a re-profiling particularly relating to the redundancy profile associated with that programme.	(1.400)	(1.400)	(1.400)	(1.400)	(1.400)
The council integrated its Adult Social Care Services into the Staffordshire & Stoke on Trent Partnership Trust from 1 April 2012. An initial three year financial provision was agreed as part of this agreement which ends at the end of 2014/15. The Business Case for integration identified significant savings from integrating services and the council therefore expects to receive its share of these savings. The council wishes to open discussions with the Partnership Trust on the level and breadth of services that will continue to be commissioned along with possible opportunities for efficiencies in 2014/15.	(5.000)	(10.000)	(16.000)	(16.000)	(16.000)
<b>Total Altered Service Spending Savings</b>	<b>(9.000)</b>	<b>(14.000)</b>	<b>(21.580)</b>	<b>(23.680)</b>	<b>(23.680)</b>
<b>New Service Savings</b>					
Since 1 April 2013 the council has had transferred to it responsibility for Public Health. As part of integrating these programmes into the council and securing the outcomes specified by the department of health the council has joined a range of services together in order to make sure that the funding is used to best effect. This has the impact of releasing savings in the Care budget.	(1.600)	(1.600)	(1.600)	(1.600)	(1.600)
By reducing the role that traditional in-house provision plays in a modern care offer, more can be commissioned for less from the independent sector where appropriate, delivering better value for money	(0.085)	(0.640)	(0.640)	(0.640)	(0.640)
A review of the council's three in-house assessment units has identified a reduction in occupancy. This means that only two of the three units are required for assessment purposes. It is proposed to either close one of the units or change it into a long term residential unit which will release savings from external residential placements costs.	(0.600)	(0.600)	(0.600)	(0.600)	(0.600)

People  
Detailed Pressures, Savings and Investments

Description	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m
Reduction in the management structure across Families First should generate savings. A risk assessment will be completed to make sure there is no impact on front line services.	(0.400)	(0.400)	(0.400)	(0.400)	(0.400)
Families First is undertaking a review of specialist services with a view to re-modelling and retaining in-house or commissioning a variety of services from external providers.	(0.380)	(0.380)	(0.380)	(0.380)	(0.380)
A review across Families First's targeted services is being undertaken, to ensure services are targeted at the most vulnerable.	(0.490)	(0.490)	(0.490)	(0.490)	(0.490)
Families First is looking at a variety of options to increase income from trading, in particular in respect of LST's and residential disability services.	(0.150)	(0.250)	(0.250)	(0.250)	(0.250)
The existing Workforce Development Team will be reshaped and will make an offer to the extended children's workforce across the county. The aim of this is to meet the cost of this service in full over the next three years.	(0.175)	(0.250)	(0.500)	(0.500)	(0.500)
Working with the Mental Health Trusts to review the effectiveness of some existing services, explore opportunities for service efficiency and to ensure appropriate practice is applied around placements.	(0.175)	(0.265)	(0.390)	(0.390)	(0.390)
<b>New Service Savings Total</b>	<b>(4.055)</b>	<b>(4.875)</b>	<b>(5.250)</b>	<b>(5.250)</b>	<b>(5.250)</b>

<b>Invest to Save</b>					
Social worker support for additional foster carers (1 fte plus additional 0.5 fte each subsequent year as numbers grow) - investment cost.	0.022	0.044	0.044	0.044	0.044
Savings in placement costs through a transfer from external residential and independent fostering placements to in-house fostering - revenue saving.	(0.964)	(1.928)	(1.928)	(1.928)	(1.928)
Reduction in staff capacity from 2015/16 in recognition of the changing demands from the strategic shift - revenue saving.	0.000	(1.014)	(1.014)	(1.014)	(1.014)
Mental Health and Learning Disabilities - Assistive Technology initiatives to maintain people's independence and safety in their own homes will reduce the escalation of needs and longer term dependency (Revenue saving).	(0.200)	(0.500)	(0.500)	(0.500)	(0.500)
Partnership Trust - Assistive Technology initiatives to maintain people's independence and safety in their own homes will reduce the escalation of needs and longer term dependency (Revenue saving).	(1.300)	(2.500)	(2.500)	(2.500)	(2.500)
<b>Invest to Save Total</b>	<b>(2.442)</b>	<b>(5.898)</b>	<b>(5.898)</b>	<b>(5.898)</b>	<b>(5.898)</b>

People  
Detailed Pressures, Savings and Investments

Appendix 4a

Description	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m
<b>Learning and Skills</b>					
<b>Total Service Spending Pressures Approved in February 2013</b>	<b>0.250</b>	<b>0.250</b>	<b>0.050</b>	<b>0.050</b>	<b>0.050</b>
<b>Existing Service Spending Pressures - Altered since February 2013</b>					
Change in costs of home to school transport relating to number of school days in a financial year.	(0.080)	(0.410)	0.250	(0.520)	0.170
<b>Total Altered Service Spending Pressures</b>	<b>(0.080)</b>	<b>(0.410)</b>	<b>0.250</b>	<b>(0.520)</b>	<b>0.170</b>
<b>New Service Pressures</b>					
The support team for the Capita system was previously funded from ICT reserves which are no longer available. Therefore there is a requirement to build in a budget pressure to enable the continued support for the system and on-going minor developments.	0.115	0.115	0.115	0.115	0.115
Costs against the Special Education Needs Transport budget have risen during the past 18 months and the budget is forecast to be overspent in 2013/14. It is therefore necessary to include a pressure in the MTFS to correct this position. The increase in costs is as a result of a number of factors coming together at once. These are being actively reviewed and it is expected that these can be partially mitigated during 2014/15. As such a savings target has been allocated to the service to partially offset this budget pressure.	1.500	1.500	1.500	1.500	1.500
A project to support school improvement activity begun during 2013. This project has concluded that investment in capacity to support schools to improve is required going forwards. This sum will provide this capacity and enable the council to help schools across the county to get even better in providing children with the best possible start in life.	0.250	0.250	0.250	0.250	0.250
<b>New Service Pressures Total</b>	<b>1.865</b>	<b>1.865</b>	<b>1.865</b>	<b>1.865</b>	<b>1.865</b>
<b>Total Service Spending Savings Approved in February 2013</b>	<b>(0.468)</b>	<b>(0.688)</b>	<b>(1.188)</b>	<b>(1.188)</b>	<b>(1.188)</b>
<b>Existing Service Savings - Altered since February 2013</b>					
Consultation was held between December and January 2012 on proposed changes to the county council's discretionary post-16 transport policy. Changes were proposed in the light of the success of the Your Staffordshire card. The changes mean that the council continues to provide support for students with a learning difficulty or physical disability and those from a family on a low income to get to their school or college. These changes were introduced from September 2012.	(0.070)	(0.070)	(0.070)	(0.070)	(0.070)
Savings from review of routes on school transport, tendering arrangements and method of provision. Changes to pupil numbers.	0.110	0.350	0.310	0.730	1.200

People  
Detailed Pressures, Savings and Investments

Appendix 4a

Description	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m
The authority, its partners and the third sector spend a significant sum on a range of transport provisions for a range of clients across all portfolios. It is intended to undertake a joined-up review of transport provision, to include partners and the third sector where appropriate, in order to establish more effective and efficient provision for service users across all sectors at a much reduced cost to the public purse. This will be a cross cutting review led by the Commissioner for Transport and the Connected County under the Place portfolio.	(0.840)	(0.840)	(0.840)	(0.840)	(0.840)
Efficiency savings within Staffordshire's Young People service as a result of the development on the future Integrated Youth Offer.	(2.028)	(2.612)	(2.844)	(3.075)	(3.307)
The Information Advice and Guidance service is expected to transfer into the council's new Joint Venture company which will provide a one-stop shop for services to schools. In preparation for the transfer, a detailed review of these services will be carried out to prioritise those that best deliver the council's statutory duties. Savings will be delivered by the new company and are expected to be by reducing the number of posts through efficiency programmes and by generating more income through commercial activity.	(0.750)	(0.750)	(0.750)	(0.750)	(0.750)
<b>Total Altered Service Spending Savings</b>	<b>(3.578)</b>	<b>(3.922)</b>	<b>(4.194)</b>	<b>(4.005)</b>	<b>(3.767)</b>
<b>New Service Savings</b>					
A review of the budget for schools premature retirement and redundancy costs has been carried out and has concluded that some of it can be released as a MTFs saving. This is based on a review of the profile of redundancies over recent years and assumptions about future trends.	(0.300)	(0.300)	(0.300)	(0.300)	(0.300)
The council purchases around £23m of services from Entrust each year. Given the challenging financial environment commissioners will lead a review with Entrust around where costs can be eliminated or the level of non-essential services reviewed.	(1.300)	(1.300)	(1.300)	(1.300)	(1.300)
The costs of providing home to school transport for children with special educational needs has risen during the past 18 months. This increase in costs has been recognised within the MTFs but the service is also expected to identify ways in which costs can be reduced without impacting on the quality and safety of the transport being provided.	(0.500)	(0.500)	(0.500)	(0.500)	(0.500)
Since the council is liable for the costs of redundancies of employees who transferred to Entrust when it was created in 2013 sums were set aside in the MTFs to cover any potential future liabilities. A review of these sums has been carried out and it is now felt to be more appropriate to treat as a risk to be recognised corporately rather than have a specific budget in place.	(0.170)	(0.170)	(0.170)	(0.170)	(0.170)

People  
Detailed Pressures, Savings and Investments

Appendix 4a

Description	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m
A comprehensive review of the Learning and Skills budget has identified a range of small savings opportunities which will be realised without any impact on outcomes.	(0.300)	(0.300)	(0.300)	(0.300)	(0.300)
<b>New Service Savings Total</b>	<b>(2.570)</b>	<b>(2.570)</b>	<b>(2.570)</b>	<b>(2.570)</b>	<b>(2.570)</b>

<b>Safety</b>
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<b>Total Service Spending Pressures Approved in February 2013</b>	<b>0.165</b>	<b>0.165</b>	<b>0.165</b>	<b>0.165</b>	<b>0.165</b>
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<b>New Service Savings</b>					
A comprehensive review of provision for families and young children will seek to deliver better outcomes, through more innovative, targeted and cost effective working.	(1.500)	(3.000)	(3.000)	(3.000)	(3.000)
<b>New Service Savings Total</b>	<b>(1.500)</b>	<b>(3.000)</b>	<b>(3.000)</b>	<b>(3.000)</b>	<b>(3.000)</b>

<b>Business Improvement</b>
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<b>New Service Pressures</b>					
A new modern ICT system has been implemented during the last 12 months. This will provide much better management information, facilitate better care management and more efficiently pay providers of care. There are some new ongoing business support costs in relation to this currently not reflected in the MTFS and these now need to be built in.	0.295	0.295	0.295	0.295	0.295
The MTFS assumed savings from the development of a more effective business model for the provision of welfare benefits advice and financial assessment services. Following detailed work during the last 12 months and the testing of alternative delivery models it has become clear that not all of the savings previously assumed can be achieved whilst maintaining an appropriate level of service.	0.060	0.060	0.060	0.010	0.010
<b>New Service Pressures Total</b>	<b>0.355</b>	<b>0.355</b>	<b>0.355</b>	<b>0.305</b>	<b>0.305</b>

<b>Total Service Spending Savings Approved in February 2013</b>	<b>0.000</b>	<b>(0.300)</b>	<b>(0.300)</b>	<b>(0.300)</b>	<b>(0.300)</b>
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People  
Detailed Pressures, Savings and Investments

Appendix 4a

Description	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m
<b>Wellbeing</b>					
<b>Existing Service Savings - Altered since February 2013</b>					
The council has developed a suite of products designed to enable people to assess their individual needs and seek support as required, under the "Me, Myself & I" brand. The intention is to market these innovative products to other organisations to extend their impact and to generate income for the council.	0.000	(0.050)	(0.050)	(0.050)	(0.050)
The council has recognised the important role carers play in helping people to live independently. A Carers Strategy has been introduced and has led to the council investing and supporting carers. Through this a wide range of services have been commissioned which have made a real difference to support carers. A review of the resources assigned to this area has concluded that through better commissioning some savings can now be released to support other initiatives.	(0.200)	(0.200)	(0.200)	(0.200)	(0.200)
A strategic review of the services formerly funded by the Supporting People grant will take place. This will transform them into a prevention resource focused on delivering outcomes which are aligned to the Health and Wellbeing Board's Strategic Plan. The approach will require some decommissioning decisions and a fundamental shift in the contracting approach. There is likely to be a move away from the current models of delivery and traditional service design.	(4.000)	(6.000)	(6.000)	(6.000)	(6.000)
<b>Total Altered Service Spending Savings</b>	<b>(4.200)</b>	<b>(6.250)</b>	<b>(6.250)</b>	<b>(6.250)</b>	<b>(6.250)</b>
<b>New Service Savings</b>					
A new approach to Meals on Wheels service has been implemented during the last few years which provides a much better service at lower cost. The final residual budget for these former contracts can now be saved.	(0.060)	(0.060)	(0.060)	(0.060)	(0.060)
<b>New Service Savings Total</b>	<b>(0.060)</b>	<b>(0.060)</b>	<b>(0.060)</b>	<b>(0.060)</b>	<b>(0.060)</b>
<b>Total People Pressures</b>	<b>16.350</b>	<b>19.584</b>	<b>23.384</b>	<b>25.792</b>	<b>26.832</b>
<b>People Inflation</b>	<b>4.370</b>	<b>11.102</b>	<b>19.214</b>	<b>26.193</b>	<b>33.278</b>
<b>Total People Savings</b>	<b>(32.245)</b>	<b>(48.144)</b>	<b>(61.871)</b>	<b>(63.782)</b>	<b>(63.544)</b>
<b>Total People Investments</b>	<b>(2.442)</b>	<b>(5.898)</b>	<b>(5.898)</b>	<b>(5.898)</b>	<b>(5.898)</b>
<b>People Grand Total</b>	<b>(13.967)</b>	<b>(23.356)</b>	<b>(25.171)</b>	<b>(17.695)</b>	<b>(9.332)</b>

Place  
Detailed Pressures, Savings and Investments

Appendix 4b

Description	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m
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<b>Built County</b>
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<b>Total Service Spending Pressures Approved in February 2013</b>	<b>0.150</b>	<b>0.300</b>	<b>0.450</b>	<b>0.600</b>	<b>0.600</b>
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<b>Existing Service Spending Pressures - Altered since February 2013</b>					
Street Lighting / Energy Contract - Likely increase on energy costs assumed to be 10% per annum. Non-energy costs linked to RPI. Re-modelling has reduced pressure.	0.284	0.454	0.624	0.794	0.794
Due to compliance, the original assumption that this service could break even has not materialised. Achievement of breakeven position going forward will require the reprovision of the service.	0.000	(0.150)	(0.150)	(0.150)	(0.150)
<b>Total Altered Service Spending Pressures</b>	<b>0.284</b>	<b>0.304</b>	<b>0.474</b>	<b>0.644</b>	<b>0.644</b>

<b>New Service Savings</b>					
Realignment of provision within Staffordshire Safer Roads Partnership.	(0.260)	(0.400)	(0.400)	(0.400)	(0.400)
Detailed review of current service levels of Street Lighting focussing on potential part night switch off.	(0.100)	(0.200)	(0.300)	(0.400)	(0.500)
Lower end rural network could be reclassified as bridleways, reducing maintenance service level.	0.000	(0.025)	(0.050)	(0.075)	(0.100)
<b>New Service Savings Total</b>	<b>(0.360)</b>	<b>(0.625)</b>	<b>(0.750)</b>	<b>(0.875)</b>	<b>(1.000)</b>

<b>Rural County</b>
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<b>New Service Pressures</b>					
Chasewater Country Park becomes the responsibility of the County Council from April 2014. Assumed additional running costs based upon latest Business Case.	0.100	0.100	0.100	0.100	0.100
<b>New Service Pressures Total</b>	<b>0.100</b>	<b>0.100</b>	<b>0.100</b>	<b>0.100</b>	<b>0.100</b>

<b>Total Service Spending Savings Approved in February 2013</b>	<b>0.050</b>	<b>0.050</b>	<b>0.050</b>	<b>0.050</b>	<b>0.050</b>
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<b>Sustainable County</b>
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<b>Total Service Spending Pressures Approved in February 2013</b>	<b>(0.260)</b>	<b>(0.130)</b>	<b>0.000</b>	<b>0.130</b>	<b>0.130</b>
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Place  
Detailed Pressures, Savings and Investments

Appendix 4b

Description	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m
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<b>New Service Pressures</b>					
Long term rental agreement for Poplars landfill site ends in 2017.	0.000	0.000	0.000	0.000	1.800
Current base budget assumes a continued reduction in the overall amount of waste tonnages. Latest projections reveal this is unlikely to occur and the budget needs to be uplifted to reflect forecast tonnage levels based upon the latest available information.	0.200	0.200	0.200	0.200	0.200
The base budget assumes 0% price inflation. However various waste contracts are linked to inflation through price indices. This reflects potential increases in the order of 2%.	0.350	0.350	0.350	0.350	0.350
<b>New Service Pressures Total</b>	<b>0.550</b>	<b>0.550</b>	<b>0.550</b>	<b>0.550</b>	<b>2.350</b>

<b>Total Service Spending Savings Approved in February 2013</b>	<b>(2.615)</b>	<b>(2.865)</b>	<b>(3.115)</b>	<b>(3.365)</b>	<b>(3.365)</b>
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<b>New Service Savings</b>					
The management of the Household Waste Recycling Centres (HWRC) is now part of a long-term contract delivering ongoing revenue savings.	(0.240)	(0.240)	(0.240)	(0.240)	(0.240)
Savings associated with recycling targets set by the new HWRC contract together with other recycling initiatives.	(0.300)	(0.300)	(0.300)	(0.300)	(0.300)
Rationalisation and charging for all disposal at appropriate Schedule 2 Waste premises.	0.000	(0.100)	(0.100)	(0.100)	(0.100)
Commence discussion with District Councils with a view to revised Green Waste Recycling service provision.	0.000	(0.500)	(1.000)	(1.500)	(1.500)
Rationalisation of Household Waste site provision.	(0.210)	(0.280)	(0.280)	(0.280)	(0.280)
Rationalisation of staff following completion of Minerals Plan Process.	(0.030)	(0.030)	(0.030)	(0.030)	(0.030)
<b>New Service Savings Total</b>	<b>(0.780)</b>	<b>(1.450)</b>	<b>(1.950)</b>	<b>(2.450)</b>	<b>(2.450)</b>

<b>Transport and Connected County</b>
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<b>Total Service Spending Pressures Approved in February 2013</b>	<b>0.155</b>	<b>0.155</b>	<b>0.155</b>	<b>0.155</b>	<b>0.155</b>
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Place  
Detailed Pressures, Savings and Investments

Appendix 4b

Description	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m
<b>New Service Pressures</b>					
Continue funding of dedicated post and costs associated with petitioning the HS2 hybrid bill.	0.200	0.075	0.375	0.075	0.075
The base budget for public subsidised bus services assumes 0% price inflation. However the Bus Operator contracts are linked to CPI. This reflects potential increases in the order of 2%.	0.060	0.060	0.060	0.060	0.060
<b>New Service Pressures Total</b>	<b>0.260</b>	<b>0.135</b>	<b>0.435</b>	<b>0.135</b>	<b>0.135</b>

<b>Business and Enterprise County</b>
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<b>Total Service Spending Pressures Approved in February 2013</b>	<b>0.026</b>	<b>(0.011)</b>	<b>(0.046)</b>	<b>(0.086)</b>	<b>(0.086)</b>
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<b>New Service Pressures</b>					
Pump priming expenditure required in order to maximise potential benefits arising from the introduction of the Local Growth Fund in 2015.	0.500	0.000	0.000	0.000	0.000
<b>New Service Pressures Total</b>	<b>0.500</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

<b>Total Service Spending Savings Approved in February 2013</b>	<b>0.060</b>	<b>0.060</b>	<b>0.060</b>	<b>0.060</b>	<b>0.060</b>
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<b>Existing Service Savings - Altered since February 2013</b>					
Realignment of Scientific Services reflecting the likely outcome of the Business & Community Protection project.	0.000	(0.050)	(0.050)	(0.050)	(0.050)
<b>Total Altered Service Spending Savings</b>	<b>0.000</b>	<b>(0.050)</b>	<b>(0.050)</b>	<b>(0.050)</b>	<b>(0.050)</b>

<b>New Service Savings</b>					
Savings on running costs for Newcastle Town Centre Project.	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)
Potential additional surplus on Wood Fuels project.	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)
Realignment of Trading Standards reflecting the likely outcome of the Business & Community Protection project.	0.000	(0.200)	(0.200)	(0.200)	(0.200)
<b>New Service Savings Total</b>	<b>(0.150)</b>	<b>(0.350)</b>	<b>(0.350)</b>	<b>(0.350)</b>	<b>(0.350)</b>

Place  
Detailed Pressures, Savings and Investments

Appendix 4b

Description	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m
<b>Investment</b>					
Financing costs for Staffordshire County Council's share of the i54 development are provided for within corporate financing costs. This represents the additional business rates income earmarked to offset these costs.	(0.320)	(0.930)	(1.800)	(3.280)	(3.800)
<b>Investments Total</b>	<b>(0.320)</b>	<b>(0.930)</b>	<b>(1.800)</b>	<b>(3.280)</b>	<b>(3.800)</b>

<b>Invest to Save</b>					
Keele University Science Park - financing charges funded by proceeds from rental income.	0.000	(0.310)	(0.310)	(0.310)	(0.310)
<b>Invest to Save Total</b>	<b>0.000</b>	<b>(0.310)</b>	<b>(0.310)</b>	<b>(0.310)</b>	<b>(0.310)</b>

<b>Tourism and Cultural County</b>
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<b>Total Service Spending Savings Approved in February 2013</b>	<b>(0.270)</b>	<b>(0.270)</b>	<b>(0.270)</b>	<b>(0.270)</b>	<b>(0.270)</b>
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<b>Existing Service Savings - Altered since February 2013</b>					
William Salt Library - Reduction in running costs through relocation. Due to issues around Listed Building status, a more realistic date is April 2017.	0.000	0.000	0.000	(0.075)	(0.075)
<b>Total Altered Service Spending Savings</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>(0.075)</b>	<b>(0.075)</b>

<b>New Service Savings</b>					
Relocation of Shire Hall Library into Staffordshire Place.	0.000	(0.075)	(0.075)	(0.075)	(0.075)
Implementation of Libraries Framework.	(0.100)	(0.250)	(1.000)	(1.000)	(1.000)
Readjustment of opening hours for Shire Hall Gallery.	(0.010)	(0.010)	(0.010)	(0.010)	(0.010)
Savings arising from review of grant provision.	0.000	0.000	(0.015)	(0.015)	(0.015)
Realignment of Arts provisions includes the vacation of the Shire Hall Gallery and reprovision of the Arts offer.	0.000	(0.118)	(0.218)	(0.218)	(0.218)
Reduced grant support for Victoria County History.	0.000	(0.017)	(0.017)	(0.017)	(0.017)
Reprovision of the County Museum as part of the Potteries Museum & Art Galleries Trust.	0.000	(0.023)	(0.023)	(0.023)	(0.023)
Close Lichfield Record Office and re-provide on one site only as improved facilities.	0.000	0.000	(0.070)	(0.070)	(0.070)
<b>New Service Savings Total</b>	<b>(0.110)</b>	<b>(0.493)</b>	<b>(1.428)</b>	<b>(1.428)</b>	<b>(1.428)</b>

Place  
Detailed Pressures, Savings and Investments

Description	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m
<b>Place Business Support</b>					
<b>Existing Service Savings Altered since February 2013</b>					
Reduction in payments for redundancies arising from previous restructuring exercises.	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)
<b>Total Altered Service Spending Savings</b>	<b>(0.100)</b>	<b>(0.100)</b>	<b>(0.100)</b>	<b>(0.100)</b>	<b>(0.100)</b>
<b>Total Place Pressures</b>	<b>1.765</b>	<b>1.403</b>	<b>2.118</b>	<b>2.228</b>	<b>4.028</b>
<b>Place Inflation</b>	<b>0.340</b>	<b>3.499</b>	<b>4.152</b>	<b>5.972</b>	<b>7.826</b>
<b>Total Place Savings</b>	<b>(4.275)</b>	<b>(6.093)</b>	<b>(7.903)</b>	<b>(8.853)</b>	<b>(8.978)</b>
<b>Total Place Investments</b>	<b>(0.320)</b>	<b>(1.240)</b>	<b>(2.110)</b>	<b>(3.590)</b>	<b>(4.110)</b>
<b>Place Grand Total</b>	<b>(2.490)</b>	<b>(2.431)</b>	<b>(3.743)</b>	<b>(4.243)</b>	<b>(1.234)</b>

Corporate / Support Services  
Detailed Pressures, Savings and Investments

Appendix 4c

Description	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m
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<b>Finance and Resources</b>					
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<b>Total Service Spending Pressures Approved in February 2013</b>	<b>0.011</b>	<b>(0.106)</b>	<b>(0.106)</b>	<b>(0.106)</b>	<b>(0.106)</b>
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<b>Existing Service Spending Pressures - Altered since February 2013</b>					
Cost increases budgeted as part of earlier management restructures and efficiency initiatives.	0.056	0.056	0.056	0.056	0.056
<b>Total Altered Service Spending Pressures</b>	<b>0.056</b>	<b>0.056</b>	<b>0.056</b>	<b>0.056</b>	<b>0.056</b>

<b>Total Service Spending Savings Approved in February 2013</b>	<b>(0.710)</b>	<b>(0.710)</b>	<b>(0.704)</b>	<b>(0.704)</b>	<b>(0.704)</b>
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<b>Existing Service Savings - Altered since February 2013</b>					
Savings following the final repayment of redundancy costs from previous restructures, reductions in external audit fees and minor reductions in support budgets in the Finance Service.	0.060	0.110	0.130	0.147	0.147
Council-wide saving on maintenance, consumables, etc. arising out of the removal of desktop printers and expansion of shared printing (held within service budgets).	(0.125)	(0.100)	(0.025)	(0.025)	(0.025)
Rationalisation of device suite, Increase in thin client footprint, reduction in the number of laptops, extension of device lives.	(0.219)	(0.219)	(0.219)	(0.219)	(0.219)
Savings arising out of the Public Sector Network contract and related infrastructure.	(0.130)	(0.180)	(0.334)	(0.334)	(0.334)
The HR Transformation Programme.	(0.282)	(0.282)	(0.282)	(0.282)	(0.282)
<b>Total Altered Service Spending Savings</b>	<b>(0.696)</b>	<b>(0.671)</b>	<b>(0.730)</b>	<b>(0.713)</b>	<b>(0.713)</b>

<b>New Service Savings</b>					
ICT Staffing Efficiencies.	0.000	(0.105)	(0.105)	(0.105)	(0.168)
ICT - Service management automation - related savings.	0.000	(0.105)	(0.175)	(0.175)	(0.175)
Review of transactional functions.	(0.032)	(0.061)	(0.122)	(0.122)	(0.122)
<b>New Service Savings Total</b>	<b>(0.032)</b>	<b>(0.271)</b>	<b>(0.402)</b>	<b>(0.402)</b>	<b>(0.465)</b>

Corporate / Support Services  
Detailed Pressures, Savings and Investments

Appendix 4c

Description	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m
<b>Investment</b>					
Property - Installation of further disability access provision for our employees.	0.000	(0.120)	(0.120)	(0.120)	(0.120)
Property - Installation of more advanced and better heating controls within our properties as part of modern energy management systems.	(0.105)	(0.105)	(0.105)	(0.105)	(0.105)
<b>Investments Total</b>	<b>(0.105)</b>	<b>(0.225)</b>	<b>(0.225)</b>	<b>(0.225)</b>	<b>(0.225)</b>

<b>Invest to Save</b>					
Well-being Strategy.	(0.092)	(0.102)	(0.112)	(0.112)	(0.112)
<b>Invest to Save Total</b>	<b>(0.092)</b>	<b>(0.102)</b>	<b>(0.112)</b>	<b>(0.112)</b>	<b>(0.112)</b>

<b>Democracy and Transformation</b>
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<b>Existing Service Spending Pressures Altered since February 2013</b>					
Savings realised from restructures and efficiency initiatives in previous years within Chief Executive Office.	0.063	0.134	0.185	0.216	0.222
<b>Total Altered Service Spending Pressures</b>	<b>0.063</b>	<b>0.134</b>	<b>0.185</b>	<b>0.216</b>	<b>0.222</b>

<b>Total Service Spending Savings Approved in February 2013</b>	<b>(0.005)</b>	<b>(0.010)</b>	<b>(0.010)</b>	<b>(0.010)</b>	<b>(0.010)</b>
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<b>Existing Service Savings Altered since February 2013</b>					
Provision for the County Council election in 2017.	0.073	0.073	0.073	0.073	0.073
Information Governance Unit - external income not realised.	0.020	0.020	0.020	0.020	0.020
<b>Total Altered Service Spending Savings</b>	<b>0.093</b>	<b>0.093</b>	<b>0.093</b>	<b>0.093</b>	<b>0.093</b>

<b>New Service Savings</b>					
Savings on member training and support.	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)
Information Governance Unit - Increased fleet surpluses and other initiatives.	(0.200)	(0.200)	(0.200)	(0.200)	(0.200)
Council wide review of administration support and processes.	(0.500)	(0.500)	(0.500)	(0.500)	(0.500)
Transformation Support Unit - Review of level of service in relation to business need, trading income.	(0.100)	(0.250)	(0.250)	(0.250)	(0.250)
<b>New Service Savings Total</b>	<b>(0.850)</b>	<b>(1.000)</b>	<b>(1.000)</b>	<b>(1.000)</b>	<b>(1.000)</b>

Corporate / Support Services  
Detailed Pressures, Savings and Investments

Appendix 4c

Description	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m
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<b>Strategy and Customer Service</b>
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<b>Existing Service Spending Pressures - Altered since February 2013</b>					
Budget pressures in staffing budgets relating to a previous Customer Service restructure.	0.047	0.192	0.270	0.311	0.319
<b>Total Altered Service Spending Pressures</b>	<b>0.047</b>	<b>0.192</b>	<b>0.270</b>	<b>0.311</b>	<b>0.319</b>

<b>Total Service Spending Savings Approved in February 2013</b>	<b>(0.012)</b>	<b>(0.012)</b>	<b>(0.012)</b>	<b>(0.012)</b>	<b>(0.012)</b>
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<b>Existing Service Savings - Altered since February 2013</b>					
Increase in registration office marriage fees.	(0.098)	(0.098)	(0.098)	(0.098)	(0.098)
<b>Total Altered Service Spending Savings</b>	<b>(0.098)</b>	<b>(0.098)</b>	<b>(0.098)</b>	<b>(0.098)</b>	<b>(0.098)</b>

<b>New Service Savings</b>					
Review and restructure of functions to match business need plus increased income targets within Communications, Policy, Partnership & Equalities.	(0.240)	(0.240)	(0.240)	(0.240)	(0.240)
Insight & Performance review and restructure of functions to match business need.	(0.060)	(0.060)	(0.060)	(0.060)	(0.060)
Organisational Development review and restructure of functions to match business need.	(0.384)	(0.500)	(0.500)	(0.500)	(0.500)
Customer Services savings achieved through channel shift, technology investment, and process efficiencies.	(0.190)	(0.190)	(0.190)	(0.190)	(0.190)
<b>New Service Savings Total</b>	<b>(0.874)</b>	<b>(0.990)</b>	<b>(0.990)</b>	<b>(0.990)</b>	<b>(0.990)</b>

<b>Total Corporate / Support Pressures</b>	<b>0.177</b>	<b>0.276</b>	<b>0.405</b>	<b>0.477</b>	<b>0.491</b>
<b>Corporate / Support Inflation</b>	<b>0.493</b>	<b>1.131</b>	<b>2.203</b>	<b>2.864</b>	<b>3.534</b>
<b>Total Corporate / Support Savings</b>	<b>(3.184)</b>	<b>(3.669)</b>	<b>(3.853)</b>	<b>(3.836)</b>	<b>(3.899)</b>
<b>Total Corporate / Support Investments</b>	<b>(0.197)</b>	<b>(0.327)</b>	<b>(0.337)</b>	<b>(0.337)</b>	<b>(0.337)</b>
<b>Corporate / Support Grand Total</b>	<b>(2.711)</b>	<b>(2.589)</b>	<b>(1.582)</b>	<b>(0.832)</b>	<b>(0.211)</b>

Public Health  
Detailed Pressures, Savings and Investments

Appendix 4d

Description	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m
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<b>Public Health</b>
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<b>New Service Pressures</b>					
Taking an integrated approach to Public Health an additional commitment has been identified to improve Health and Wellbeing outcomes across Staffordshire: Grant spend of £1.6m will be used in 2014/15 to support SCC activities that will achieve wider Public Health outcomes.	1.600	1.600	1.600	1.600	1.600
<b>New Service Pressure Total</b>	<b>1.600</b>	<b>1.600</b>	<b>1.600</b>	<b>1.600</b>	<b>1.600</b>

<b>New Service Savings</b>					
A fundamental review of all Public Health related activities has taken place during 2013/14 which has resulted in a number of areas where efficiencies can be made. There are plans for a major programme of Public Health transformation to take place to address the huge challenges and disparities in the Public Health outcomes across Staffordshire.	(1.600)	(1.600)	(1.600)	(1.600)	(1.600)
<b>New Service Savings Total</b>	<b>(1.600)</b>	<b>(1.600)</b>	<b>(1.600)</b>	<b>(1.600)</b>	<b>(1.600)</b>

<b>Total Public Health Pressures</b>	<b>1.600</b>	<b>1.600</b>	<b>1.600</b>	<b>1.600</b>	<b>1.600</b>
<b>Public Health Inflation</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>Total Public Health Savings</b>	<b>(1.600)</b>	<b>(1.600)</b>	<b>(1.600)</b>	<b>(1.600)</b>	<b>(1.600)</b>
<b>Total Public Health Investments</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>Public Health Grand Total</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

**Major Assumptions Used in MTFS  
Year-on-Year Increases**

	2014/15	2015/16	2016/17	2017/18	2018/19
<b>Staffing costs</b>					
Pay	1.0%	2.0%	2.0%	2.0%	2.0%
Local Government Pension Scheme increases <sup>1</sup>	1.0%	1.0%	1.0%	1.0%	1.0%
<b>General running costs</b>					
Prices (including internal recharges from trading services)	0.0%	2.0%	2.0%	2.0%	2.0%
Contractual inflation	Various	2.0%	2.0%	2.0%	2.0%
Income (standard allocation)	2.0%	2.0%	2.0%	2.0%	2.0%
<b>Utility / Running Expenses</b>					
Electricity	10.0%	10.0%	10.0%	10.0%	10.0%
Gas	10.0%	10.0%	10.0%	10.0%	10.0%
Business Rates bills (RPI)	2.0%	2.8%	3.2%	3.6%	3.8%
Water <sup>2</sup>	2.5%	2.5%	2.5%	2.5%	2.5%
Petrol	3.2%	2.8%	3.2%	3.6%	3.8%
Diesel	3.2%	2.8%	3.2%	3.6%	3.8%
<b>In-Year Increases</b>					
<b>Interest Rates</b>					
Interest on investments	0.5%	0.5%	1.0%	2.0%	3.0%
Interest on debt	4.19%	4.27%	4.43%	4.66%	4.81%
<b>General Funding</b>					
New Homes Bonus	£1.8m	£2.2m	£2.2m	£2.2m	£2.2m
Loss of Revenue Support Grant	-£22.3m	-£25.9m	-	-	-
Council Tax	2.0%	2.0%	2.0%	2.0%	2.0%

<sup>1</sup> It had been agreed with the actuary that the SCC employer's contribution would rise by 1% each year over a 3 year period starting April 2014 to close the pension fund deficit.

<sup>2</sup> Water Bill increases are set by OFWAT. These have been capped for the 5 year period at the previous Novembers RPI inflation rate plus 0.5%

## Summary of Pressures, Inflation, Savings and Investments

	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m
<b>People</b>					
Pressures	16.350	19.584	23.384	25.792	26.832
Inflation	4.356	11.068	19.161	26.121	33.183
Savings	(32.245)	(48.144)	(61.871)	(63.782)	(63.544)
Investments	(2.442)	(5.898)	(5.898)	(5.898)	(5.898)
<b>People Total</b>	<b>(13.981)</b>	<b>(23.390)</b>	<b>(25.224)</b>	<b>(17.767)</b>	<b>(9.427)</b>
<b>Place</b>					
Pressures	1.765	1.403	2.118	2.228	4.028
Inflation	0.342	3.499	4.157	5.982	7.843
Savings	(4.275)	(6.093)	(7.903)	(8.853)	(8.978)
Investments	(0.320)	(1.240)	(2.110)	(3.590)	(4.110)
<b>Place Total</b>	<b>(2.488)</b>	<b>(2.431)</b>	<b>(3.738)</b>	<b>(4.233)</b>	<b>(1.217)</b>
<b>Corporate / Support Services</b>					
Pressures	0.177	0.276	0.405	0.477	0.491
Inflation	0.493	1.130	2.202	2.862	3.532
Savings	(3.184)	(3.939)	(3.853)	(3.836)	(3.899)
Investments	(0.197)	(0.327)	(0.337)	(0.337)	(0.337)
<b>Central / Support Services Total</b>	<b>(2.711)</b>	<b>(2.860)</b>	<b>(1.583)</b>	<b>(0.834)</b>	<b>(0.213)</b>
<b>Grand Total</b>	<b>(19.180)</b>	<b>(28.681)</b>	<b>(30.545)</b>	<b>(22.834)</b>	<b>(10.857)</b>

All figures presented in each year represent a cumulative change from the current 2013/14 budget.



**18 December 2013**

### **Achieving Excellence for Young People**

Quote from:

Robert Marshall, Cabinet Member for Health and Wellbeing, and Mark Sutton, Cabinet Support Member for Public Health and Community Safety:

“The lives & aspirations of young people in Staffordshire have changed out of all recognition in recent times. They are demanding that we change and adapt the way we help them to shape the lives they want, get the most out of school and find a good job.

In this new world we need to make sure we are getting real value for money for every pound of public money we spend for young people in Staffordshire, while continuing to support and advise those individuals who really need our help

Four out of every five young people in Staffordshire never use a county council-funded youth facility or take part in an activity we pay for. We need to make sure they get more out of what they enjoy already and have what they need to move successfully from school into work and into the good life they want.

For us that means looking at new ways of working, better working with partners, and recognising that other organisations, for instance in the voluntary or community sector, are better placed and more able to do the things that young people need.

There is already some great work for young people being delivered by the voluntary, community, public and private sectors – we need to build on that, make it even better and focus even more on the things young people say they want.

By working on a local, district level with the right people and organisations, we can ensure that young people will have targeted and tailored support necessary to achieve their full potential. This is what achieving excellence for young people really means.

To young people our message is simple: we have listened and we are taking action. And where you need some help, we will be there for you.”

**Report Summary:** This report contains a proposal for a new approach for Staffordshire County Council to achieving excellence for young people. It outlines the reasons for making this recommendation, summarises feedback from a stakeholder engagement exercise and customer insight which has helped to inform our thinking, and puts forward a proposal for commissioning for a new youth offer that is effective and sustainable and promotes personal and social responsibility. The proposal represents a significant departure from the traditional model of investment and is in line with our commissioning principles for a connected Staffordshire. This report seeks agreement to begin public consultation on this proposal and to return to Cabinet in March with a formal recommendation informed by the consultation with young people and their families, staff, trade unions and key stakeholders. For the purposes of this report a 'young person' is between the age of 13 and 19 years of age or up to 25 years for those with a learning difficulty or disability.

### **Recommendation(s)**

We recommend that:

- a. Cabinet endorses the content of the report and the proposed new approach to commissioning for excellence for young people.
- b. Cabinet agrees to consult on the proposal, which represents a significant change to the Council's traditional approach, as the basis for a seven-week public consultation.
- c. Cabinet agrees to a report being brought back to Cabinet in March that will include a detailed appraisal of the proposal and the findings of both the public consultation and in-depth Community Impact Assessment (CIA).

<b>Local Members Interest</b>	
If report is relevant to ALL Members, type 'N/A' into table	
NA	

## Cabinet – 18 December 2013

### Achieving Excellence for Young People

#### **Recommendations of the Cabinet Support Member for Public Health & Community Safety**

I recommend that:

- a. Cabinet endorses the content of the report and the proposed new approach to commissioning for excellence for young people.
- b. Cabinet agrees to consult on the proposal, which represents a significant change to the Council's traditional approach, as the basis for a seven-week public consultation.
- c. Cabinet agrees to a report being brought back to Cabinet in March that will include a detailed appraisal of the proposal and the findings of both the public consultation and in-depth Community Impact Assessment (CIA).

#### **Report of the Deputy Chief Executive and Director for People**

##### **Introduction**

1. In August 2013, Staffordshire County Council agreed three priority outcomes to build a better Staffordshire. These priorities are that the people of Staffordshire will:
  - Be able to access more good jobs and feel the benefits of economic growth;
  - Be healthier and more independent;
  - Feel safer, happier and more supported in and by their community.
2. Improving the lives of young people is a vital part of achieving these priority outcomes. The Council has a vision that all young people in Staffordshire can achieve their full potential and will prosper, be healthy and happy, and live safely and supported within their communities.

3. This generation of Staffordshire's young people are growing up in a world that has changed significantly in a short period of time. Developments in technology and the global economic climate have changed how young people live in a fundamental way. Agencies that work with young people must adapt and evolve to ensure young people have the opportunities to reach their full potential.
4. The way local authorities have traditionally operated in the past is no longer financially sustainable. Public organisations have a duty to make the most effective use of whatever resources they have available, and Staffordshire County Council and the wider public sector must change the way it works together to make the most of all available resources to help improve the lives of local people.
5. Effective partnership working is now more crucial than ever to achieving excellence for young people. Improving outcomes for young people is a complex challenge, and ensuring that they are connected to sufficient opportunities is the joint responsibility of many people and organisations, from individuals, families and communities, to partners in the public, private and third sectors.
6. Recent years have seen a significant increase in partnership activity across Staffordshire. Key partners have regularly come together with Staffordshire County Council, for example, through the Health and Wellbeing Board's Children and Young People's Strategic Partnership to establish how they can work together to improve outcomes for young people. Although there has been good progress, there is still more to be done.

### **Achieving Excellence for Young People**

7. With this in mind, Staffordshire County Council has embarked upon a review of its current expenditure on youth provision in order to ensure that we focus public money on what the council needs to do to support the most vulnerable of our young people and helps other young people to build the lives they tell us they want, and in many cases already enjoy. As noted above, this review is a part of a broader strategic approach looking at how Staffordshire County Council works to ensure better outcomes for people across Staffordshire.
8. The review has been organised into the following three phases:
  - **Phase 1** – This phase has included an analysis of the current return on investment and outcomes for young people led by the Commissioner for Families and the Commissioner for Skills and Employability. This phase has involved an engagement exercise with key stakeholders during September and October 2013 to establish shared priorities and a county

wide audit of current provision. This report includes a summary of the findings.

- **Phase 2** – Based on the findings of phase 1, Staffordshire County Council is proposing a radically different approach to commissioning for young people based upon new priorities. Subject to approval by Cabinet of a public consultation based on this proposal, a seven week public consultation with the children, young people and families, partners and stakeholders, staff and Trade Unions will take place from the 8<sup>th</sup> January 2014. The public consultation will inform a detailed appraisal of the proposal and an in-depth Community Impact Assessment (CIA). This report sets out the proposal for public consultation.
  - **Phase 3** – A final report and recommendations will be submitted to Cabinet for approval in March 2014.
9. This report will now go on to outline the reasons for taking a new approach and puts forward a proposal for commissioning a new 'offer' for young people that is effective and sustainable.

## Context

10. There are over 73,000 young people aged 13-19 in Staffordshire, making up 8.6% of the total population. Staffordshire is a good place to live for these young people and their families. Compared with other areas in the West Midlands and beyond, Staffordshire's young people enjoy a high quality of life, do well in education and training and benefit from the successes the County has achieved in attracting new employers and creating new opportunities for work. However, for some young people life is not so easy. There are young people in Staffordshire that need extra help with issues such as substance misuse, mental health, teenage pregnancy and youth offending.
11. National surveys of young people conducted by organisations such as the UK Youth Parliament, the National Youth Agency, and Oxfam consistently highlight the same issues as being important to young people. Young people want education and advice on sex and relationships, affordable and positive activities, to feel safe and free from bullying, strong relationships with family members and increasing positive perceptions of young people. Exams, work and school are the biggest areas of concern. These messages are reinforced by feedback received by the County Council to previous surveys and work undertaken by Staffordshire's Youth Action Council.
12. Local authorities have a number of different statutory duties with regard to young people. The most relevant statutory duty relating to youth services is the duty to secure access to positive activities. The duty requires Local Authorities to ensure, so far as reasonably practicable, that young people

have access to sufficient educational leisure-time activities which are for the improvement of their well-being and personal and social development.

13. This proposal will ensure that the County Council meets its statutory duties and delivers what young people are telling us that they need. This includes sufficient facilities for such activities; that activities are publicised; and that young people are placed at the heart of decision making regarding the positive activity provision. The duty applies to the 13 – 19 age range, and up to 25 for young people with learning difficulties.
14. In particular, local authorities are charged with addressing the needs of young people at greatest risk of negative outcomes and whose engagement in positive activities is often limited, and by doing so increase their participation through securing access to appropriate provision.
15. From August 2013 local authorities have new duties to promote the effective participation of all 16 and 17 year olds in education and training and to have mechanisms in place to identify young people who are not participating. This compliments existing duties to:
  - Secure sufficient and suitable education and training provision for all 16 to 18 year olds (or aged up to 25 for those subject to a learning disability assessment) and support young people to participate in education and training, particularly the vulnerable.
  - To undertake Learning Difficulty Assessments for those pupils with a Statement of Special Educational Need or those pupils the local authority deems would benefit.
  - To lead the September Guarantee process to ensure that all 16 and 17 year olds receive an offer of a suitable place in education or training.
  - To track and report on the participation of young people through the National Client Caseload Information System.
16. In the course of the Council's review, a number of different approaches from other local authorities have been considered. These have underlined the need to modernise our approach within Staffordshire. Best practice from other authorities has demonstrated that these duties can be met through fresh approaches that increase young people's access to activities and deliver better value for money.

17. One particularly successful example to meeting the needs of young people can be seen in Northamptonshire. Following low attendance rates and increasing costs, Northamptonshire County Council decided to restructure its Youth Service in 2006. Northamptonshire decided to commission the majority of its youth services from partners in the community. As a result, participation rose from 3,000 young people to 21,000 in the space of two years and the National Youth Agency rated youth provision in Northamptonshire as first in the country for value for money and second for delivering outcomes<sup>1</sup>.
18. As of 2012, Northamptonshire County Council has contracted with the third sector organisation Northamptonshire Association of Youth Clubs (NAYC) to facilitate access and development of new local youth work clubs and projects throughout Northamptonshire and with other third sector partners to meet the needs of more vulnerable groups. This approach has enabled the authority to make significant financial savings, increasing access and delivering against its statutory duties.

#### **Staffordshire County Council Youth Provision:**

19. Staffordshire County Council currently spends £5.98m on its Youth and Community Service to deliver activities for young people and £2.75m in Entrust to deliver information, advice and guidance. This makes a combined total investment of £8.73m. There are other investment streams that are currently not part of this review but are referenced further on in this report.
20. Staffordshire County Council's Youth and Community Service currently delivers on a traditional model, mostly focussed upon open access universal provision, with some targeted work, particularly in schools. The biggest areas of spend for the services were employees with £2.98m being spent on 400 staff (105 full time equivalents, 47 full time, 347 part time and 280 volunteers), and £0.93m being spent on premises.
21. For a number of years, the Youth and Community Service has contracted with the Staffordshire Council for Voluntary Youth Services to provide support for new and developing community and voluntary youth activities which bears comparison with Northamptonshire. The value of this contract is £0.301m. In 2012/13 SCVYS members provided support for 34,500 young people from across Staffordshire.

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<sup>1</sup> Northamptonshire County Council, 2009. *Youth services hitting a national high.*  
<http://www.northamptonshire.gov.uk/en/news/Newsreleases/Pages/2087.aspx>

22. In addition, the Youth and Community Service delivers a range of programmes or initiatives that have a value in relation to connectivity, citizenship, social capital and volunteering:
- The National Citizenship Scheme
  - The Duke of Edinburgh Scheme
  - Bremen Exchange
  - V-Talent Contract
  - Support for the UK Youth Parliament, Youth Advisory Board, Youth Action Council and District Youth Participation Forums
  - Youfindme.uk and Youth Box websites (in partnership with Entrust) which provide information and guidance to young people on where to go, what to do and who to talk to on a range of topics and activities
  - Management of the Chesterton Vision Centre – a state of the art Big Lottery funded facility for the local community - as well as its other facilities
  - PHSE and alternative curriculum programmes in schools on a spot purchase basis
23. During 2012/13 there were 15,902 individual attendees at the Youth and Community Service. This means that in the region of 4 out of every 5 of Staffordshire's 73,315 young people aged between 13-19 **do not** use a council-funded youth and community service. By district, East Staffordshire has the most attendees with 3,762 (38% of young people in the district) attending. However, this contrast sharply with South Staffordshire, Staffordshire Moorlands and Lichfield seeing less than 1,500 individual attendees over the year (7%, 18% and 17% of the young people each district respectively).
24. As of 1 April 2013 Entrust delivered the County Council's duties in respect of information, advice and guidance and meeting the Raising the Participation Age (RPA) legislation through a new contractual relationship. The commissioned service is delivered by 85 staff working in schools, colleges, training providers across the county. The service has three core components:
- Tracking and reporting on young people's participation in education, including undertaking surveys, managing NCCIS data and making statutory returns to the Department for Education.

- Providing Information, Advice and Guidance to young people at risk of not, or who are not currently, participating in education. This includes ensuring that approximately 20,000 16 and 17 year olds receive an offer of a place in either education or training by the end of September. This also includes providing careers advice to young people who are home educated, in a Youth Offending Institution or a Council maintained Pupil Referral Unit.
- Supporting young people with learning disabilities / difficulties by undertaking section 139A Learning Disability Assessments with 550 young people to identify a suitable offer of a place in education and training and review the progress being made in learning.

### **Findings from Phase One - Stakeholder Engagement**

25. As mentioned above, an engagement exercise was embarked upon in order to develop Staffordshire County Council's new approach. The purpose of this engagement exercise was to develop an understanding of what the Council's future priorities should be, to develop an understanding of the current market, and gain a perspective on what is felt to be working for young people and what could be done differently.
26. An engagement exercise took place between September and October 2013 and as part of this key partners in Staffordshire were identified and engaged with, either in writing or in person, including:
  - Headteachers in secondary, middle and special schools
  - All District Council Leaders
  - Staffordshire Youth Action Council
  - The third sector - including VAST, SCIO, Staffordshire Council for Voluntary Youth Services (SCVYS).
  - SCC departments and providers – including Families First, YOS, Youth and Community Service, Public Health, Independent Futures, Children's Disability Service
  - Key partners including the Police (PCC) & Fire Services, Entrust, Staffordshire and Stoke on Trent Partnership NHS Trust, Clinical Commissioning Groups (CCGs) and Sport Across Staffordshire & Stoke on Trent

27. A number of common themes emerged from the engagement exercise which resonate with the County Council's priority outcomes including:
- The need to prioritise investment in services for vulnerable young people.
  - The importance of young people being able to access affordable activities within their local communities.
  - Access to better quality information, advice and guidance for young people, especially in relation to what is available within their local community.
  - An acknowledgement by some stakeholders that the current approach is not sustainable and that multi-agency partnership and a pooling of local resources might be the way forward.
  - Specific issues raised included improved transport options in rural areas and more activities designed for young women and black and minority ethnic groups.
28. It was also felt that there is already a large and diverse range of provision for young people being delivered independently of Staffordshire County Council that many young people are already accessing. This point is also endorsed by the audit of provision conducted by Staffordshire Council for Voluntary Youth Services as part of the review (Appendix A).
29. Appendix B to this paper provides a more detailed account of the stakeholder engagement.

### **Achieving Excellence for Young People – The Proposal**

30. Taking into consideration the feedback received from stakeholders, the amount of quality provision already delivered by the voluntary, community, public and private sectors, national best practice, and the need to ensure value for money across all areas of the Council's provision, there is a substantive case for change.

31. Staffordshire County Council believes that, despite the increasing economic pressures on public services, more can be achieved for what is invested in young people by reforming our approach to deliver the three key outcomes for young people, enabling them to be:

- **Healthy and happy**
- **Safe and supported**
- **Independent and prosperous**

The achievement of these outcomes will help to prepare young people for adulthood in order that they may be **school ready, work ready and life ready**.

32. In order to achieve these outcomes the County Council must change how it works and proposes to focus its commissioning activities on three priority areas. Part of our future commissioning role would entail both influence and leadership to bring about change, as well as direct commissioning of services. The three areas have developed based upon the feedback received from young people on their priorities:

- **Enable access to excellent universal provision:**
  - Work with schools, colleges and other providers to ensure access to high quality education and training opportunities to give young people the skills to become work and life ready
  - Support Public Health campaigns to keep young people safe, healthy and well, for example through sexual health and alcohol education programmes
  - Improve access to transport to increase independence eg consideration of expansion of the Your Staffordshire Card to under 25 year olds
  - Ensure access to the right information, advice and guidance in order that young people are able to make informed choices, for example through Purple Pages and careers advice in schools and colleges.
  - Continue to support the Duke of Edinburgh, Bremen Exchange, V-Talent Contract and National Citizenship Schemes as a key part of our approach to increasing the employability, resilience and social and life skills of young people.
- **Commission high quality targeted and specialist services:**

- Maintain investment in services for vulnerable young people with the highest level of needs.
- Working through the Children and Young People's Strategic Partnership Board to jointly commission effective services for safeguarding, disability support, teenage pregnancy, substance misuse, youth offending and emotional and mental wellbeing.
- Continue to support the Family Intervention Project as part of the Building Resilient Families and Communities Programme
- Review our other in-house provision and commissioned services for young people within the County Council, including Entrust, Families First Local Support Teams and the Youth Offending Service to ensure outcomes are achieved aligned to priorities
- **Make it local:**
  - Re-distribute resources and build community capacity in each district by allocating a District Commissioning Budget of £50,000
  - Support participation arrangements that will include a place shaping role to connect young people to opportunities in their communities,
  - Work with VAST to develop social capital through volunteering, making Staffordshire a better place to live and build resilient communities.
  - Undertake a review of the contract with Staffordshire Council for Voluntary Youth Services, to incorporate learning from the Northamptonshire model.
  - Review the existing property portfolio including the future management by the community of Chesterton Vision, aligned to the Strategic Property Partner project.

Appendices C and D to this paper provide a visualisation of this approach.

33. It is anticipated that this model can be delivered by a refocusing of resources to deliver what young people are telling us they want. This means a shift from more traditional universal provision whilst retaining investment in services for vulnerable young people and developing locality approaches. A number of alternative models have been considered during the process including reconfiguration of existing arrangements, commissioning a single provider, and total disinvestment. It is not thought that any of these approaches would enable the County Council to deliver on its future offer which seeks to balance help for the vulnerable whilst allowing the community, with transitional support, to meet the needs of its young people.

34. Through this proposed approach it is anticipated that MTFs savings of £2.8m in 2014/15 rising to £4.5m in 2020/21 could be achieved.

### **Next Steps**

35. Subject to the acceptance of the recommendations of this report by Cabinet, the review would move on to Phase 2. There would be a seven week public consultation with young people and their families, key stakeholders (including communities) staff and volunteers, and trade unions on the above proposal and its implications. Subject to the recommendations in this report being accepted the public consultation is likely to start on January 8<sup>th</sup> 2014. Staffordshire County Council would consider any other alternative proposals put forward during the public consultation, subject to an appropriate business case. For more details please see the Engagement Plan, included as Appendix E to this paper.
36. The results of this public consultation would then contribute to the development of the proposal and a detailed appraisal that would go to Cabinet for approval in March 2014, along with an in depth Community Impact Assessment. A sufficiently high quality impact assessment is a high priority for this review, and would analyse all of the potential health and equalities impacts on all different groups of people in the community. An initial scoping of a Community Impact Assessment has been produced to accompany this report and inform future actions and has been included as Appendix F to this paper.
37. If Cabinet approve the recommendation made in March 2014, based on the impact assessment, this would signal the end of Phase 2 and the beginning of Phase 3 of this review. This would involve the implementation of the new Youth Offer.

### **List of Background Documents:**

- Appendix A – SCYVS Audit of Provision - Summary
- Appendix B – Stakeholder Engagement Feedback Report
- Appendix C – Emerging Youth Offer (diagram)
- Appendix D – Commissioning Framework (diagram)
- Appendix E – Engagement Plan
- Appendix F – Initial Community Impact Assessment (November 2013)

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### **Summary of Research Project, SCVYS, November 2013**

In mid October 2013, Staffordshire Council of Voluntary Youth Services (SCVYS) was asked by the County Council to complete a research and mapping project to identify as many of the youth related services on offer in Staffordshire as possible. The aim was to have up-to-date intelligence about what is on offer for young people aged 11-19 (up to 25 for LDD) across the County, to inform the decision making process which is underway around achieving excellent outcomes for young people and the services that will need to be commissioned to ensure this in future.

It was agreed that the County Council was better positioned to collect information from Families First, Staffordshire Youth and Community Service and Entrust, the joint venture with Capita which has taken on Information, Advice and Guidance services from the former provider, Connexions.

So, the remit was established as voluntary sector provision, the full range of health related services, school out-of-hours provision, sports clubs, leisure centres, participation forums, private providers, physical assets such as buildings, play areas, etc. It covered both universal and targeted services too.

The timescales were set at three weeks, and a spreadsheet of over 1700 entries was submitted on time in early November. Some of the results can also be viewed as a map utilising eSpatial software, allowing more visual interpretation of the data collected. The link to this website has been shared with the County Council and a limited example of how eSpatial works can be seen on the SCVYS website at <http://www.staffscvys.org.uk/membership%20map.html> if you require access to the full data map please contact SCVYS on the number above.

### **Methodology**

Our first step was to interrogate our own data, including where our members groups are based and how any units are distributed. These make up nearly 800 points on the eSpatial district maps provided as an appendix to this summary. We then set about, from a young person's perspective, identifying where else 11-19 year olds could engage in their local areas.

Having spent many hours trawling the internet and making contact with local organisations the list was starting to grow. We also endeavoured to make contact with Sports Across Staffordshire and Stoke on Trent and with district Clinical Commissioning Groups as well as making use of existing databases such as Communities Together. Where possible this data has also been included.

This is not a definitive list but a snapshot of the available services that we were able to identify during the three week period.



## Results

We have submitted, electronically, a list of organisations, clubs and groups that we came across during the research project. It highlights a number of key findings from the research when analysed and put into the eSpatial mapping software:

- Online access to information for young people is very limited. Whilst undertaking this research we spent a great deal of time trawling internet sites to identify opportunities in local areas. Other than YOUTHBOX which details a wide array of available activities there is little else available. Putting in a number of search terms for activities and/or groups and clubs into the major search engine providers does not always return the information that young people require to be able to participate in their chosen activity. Websites are also very hit and miss, with statutory and voluntary websites providing little or no information or details that were out of date, wrong or incomplete. In some cases sports clubs and leisure facilities did not specify where activities took place but directed you to further regional or national websites.
- Many of the groups and organisations identified in the research operate from major towns within Staffordshire. Many rural locations (Moorlands, Needwood, West Newcastle and South Staffordshire) provide limited or no opportunities for young people to participate in clubs or groups and it is difficult to identify which town based facilities/services provider covers a particular area. The main groups identified in our research that covered these areas are sports clubs, uniformed groups and young farmers, usually based in local schools or purpose built venues. In South Staffordshire the uniformed organisation are not represented in our research as they are provided by West Mercia Division of the Scouts and Guides.
- Having looked at the data provided by the research and the data mapped by local area it is a picture that SCVYS would expect to see. Most of the services, activities and participation with/for young people take place around the major towns and villages of Staffordshire. As many of the rural towns border other areas such as Cheshire, Shropshire and the West Midlands it is not unrealistic to expect that there would be opportunities for young people in rural locations to access as an alternative to local provision, dependent on travel links and parent/carer movements.

On the final two pages of this summary we have provided a table and chart for your review highlighting the number of providers per district under a specialist heading. As explained before, this is not a definitive list but a quick summary of the groups/providers that we came across during our research period.

Additional mapping data can be provided for each area should it be required.

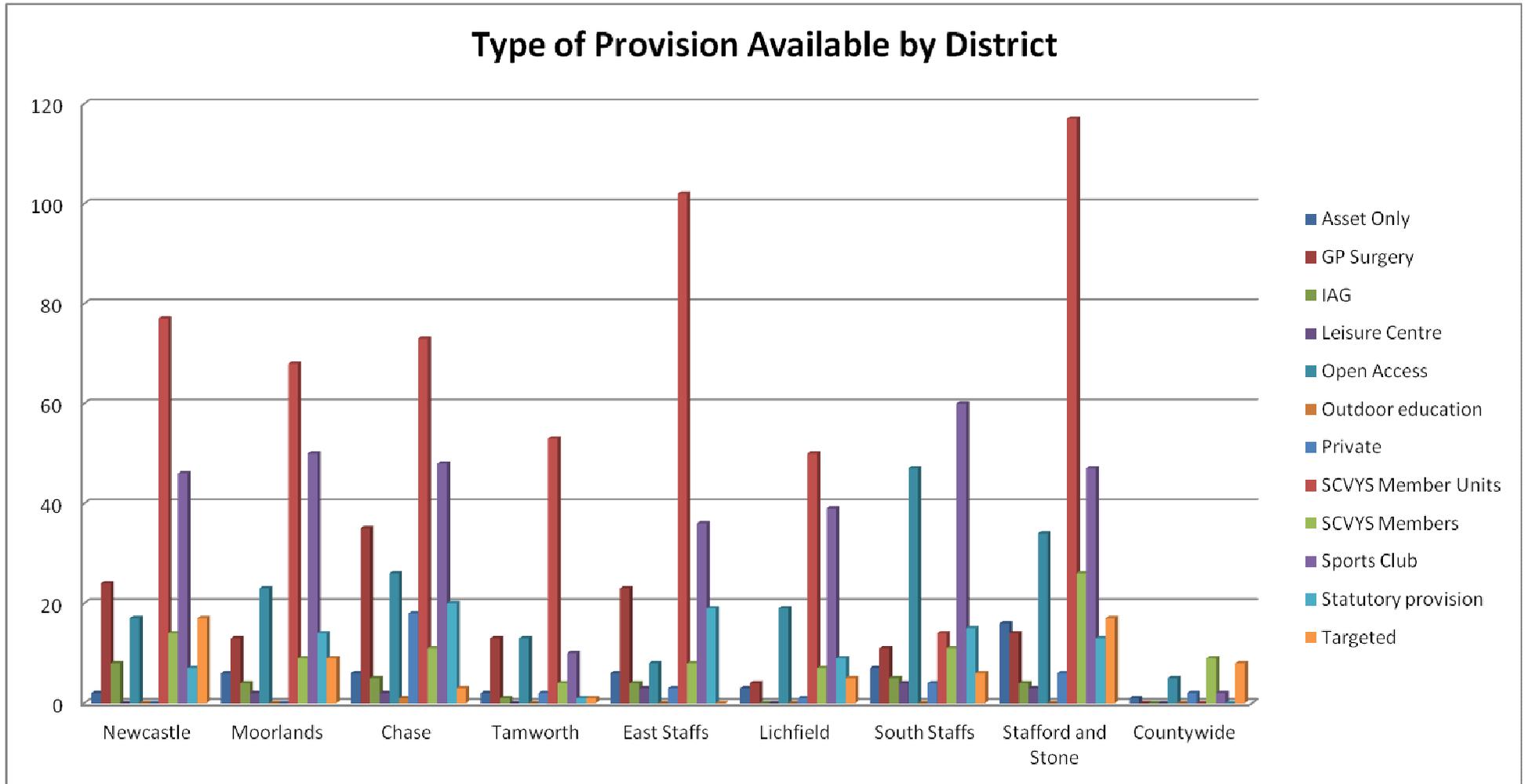


Number of units in district	Newcastle	Moorlands	Chase	Tamworth	East Staffordshire	Lichfield	South Staffordshire	Stafford and Stone	Countywide
Asset Only	2	6	6	2	6	3	7	16	1
GP Surgery	24	13	35	13	23	4	11	14	0
IAG	8	4	5	1	4	0	5	4	0
Leisure Centre	0	2	2	0	3	0	4	3	0
Open Access	17	23	26	13	8	19	47	34	5
Outdoor education	0	0	1	0	0	0	0	0	0
Private	0	0	18	2	3	1	4	6	2
SCVYS Member Units	77	68	73	53	102	50	14	117	0
SCVYS Members	14	9	11	4	8	7	11	26	9
Sports Club	46	50	48	10	36	39	60	47	2
Statutory provision	7	14	20	1	19	9	15	13	0
Targeted	17	9	3	1	0	5	6	17	8



### Type of Provision Available by District

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## **Achieving Excellence for Young People in Staffordshire: Key findings from stakeholder engagement**

This report details of the findings from the Achieving Excellence for Young People stakeholder engagement.

### **1. Introduction:**

- 1.1. Achieving excellence for young people is a key part of achieving Staffordshire County Council's priorities. Our vision is that **all young people in Staffordshire can achieve their full potential and will prosper, be healthy and well, and live safely within their communities.**
- 1.2. This generation of Staffordshire's young people are growing up in a world that has changed significantly in a short period of time. Developments in technology and the economy have changed how young people live in a fundamental way whilst at the same time the public sector is under pressure financially to become more efficient and reshape how it works.
- 1.3. In order to ensure young people have the opportunity to reach their full potential, the way in which Staffordshire County Council works needs to change to reflect these requirements and the changing environment young people now grow up in.
- 1.4. Improving outcomes for today's young people is a complicated task that is the joint responsibility of many people and organisations, from the young people themselves, their families and communities, as well as partners in the public, private and third sectors. Staffordshire County Council is just one of a number of organisations that needs to reshape make the most of the available resources for young people.
- 1.5. In response to this, there has been a significant increase in partnership activity across Staffordshire. Families, schools, key public sector partners, and the private, voluntary and independent sectors have come together with Staffordshire County Council through initiatives such as the Children and Young People's Strategic Partnership to establish how they can work even more effectively to improve outcomes for young people. Although there has been good progress, there is still more to be done to improve how partners work together for Staffordshire's young people.

## 2. Achieving Excellence for Young People:

- 2.1. Based on this position, Staffordshire County Council has used the early autumn of 2013 to engage in a dialogue with key stakeholders about the current youth offer, and explore how we may work together going forward to ensure that we are able to meet the needs of this and future generations of young people in Staffordshire. This review is part of a broader strategic approach looking at how we collectively commission better outcomes for young people.
- 2.2. To help structure these conversations, Staffordshire County Council has developed a vision and commissioning framework, that looks to capture the full range of our work with Young People. The aim of the framework is to improve long term outcomes and for young people by enabling individuals, families and communities to be more resilient and take a more active role in their communities.
- 2.3. We cannot achieve our vision **without the support and backing of the key stakeholders and partners who work with Staffordshire County Council.** Therefore, between 9<sup>th</sup> September and 31<sup>st</sup> October 2013, Staffordshire County Council used its existing networks and positive relationships to engage with key stakeholders on our commissioning framework.

## 3. Which stakeholders did we speak to?

- 3.1. The views of a number of key stakeholders were gathered, including:
  - Head teachers in secondary, middle and special schools
  - All District Council Leaders
  - The third sector - including VAST, SCIO, Staffordshire Council for Voluntary Youth Services (SCVYS), and Staffordshire Youth Action Council (YAK)
  - SCC departments and providers – including Youth and Community Service, Families First, YOS, and Public Health, Children’s Disability Service
  - Key partners including the Police (PCC) & Fire Services, Entrust, Staffordshire and Stoke on Trent Partnership NHS Trust, Clinical Commissioning Groups (CCGs) and Sport Across Staffordshire & Stoke on Trent

(For a full list of people and organisations contacted and those that responded please see appendix A of this report).

- 3.2. When assessing the responses received it is evident that there are some gaps in representation where specific groups have been contacted but have not responded. This will need to be addressed as part of the next phase of engagement and the development of a comprehensive CIA. At the time of writing this report these gaps included Black & Minority Ethnic (BME) groups, Lesbian, Gay, Bisexual & Transgender (LGBT) groups, SCIO and the Staffordshire and Stoke on Trent Partnership NHS Trust.

#### 4. What did our stakeholders say?

- 4.1. The key message received through the conversations with key stakeholders was that **overall there is broad support from stakeholders for the direction of travel, vision and commissioning principles.**
- 4.2. **There was recognition of the need to maintain targeted provision for vulnerable young people and the importance of affordable, accessible universal provision available in the community.** Specific issues regarding affordable, accessible universal provision included:
- It is important that young people have things to do outside of school that are affordable and varied enough to meet a range of needs. These will be different in different areas.
  - Information, advice and guidance (IAG), particularly regarding what is available for young people to do in their community, is critical. Stakeholders welcomed the intention to improve IAG and identified a gap around IAG for young carers and young people aged 19-25 with learning difficulties.
  - Effective transport is critical for connecting young people to the range of existing opportunities already in the community. The Your Staffordshire Card is a good example of how innovative use of transport schemes can benefit young people. However it is also acknowledged that communities may play a role here, for example an online parent transport network was suggested to support parents to transport their children to access opportunities in rural areas.
  - Engage with parents, particularly the hardest to reach families and those with multiple problems, to raise aspirations for young people and to encourage them to access available support.

4.3. **Stakeholders acknowledged that the current approach is no longer sustainable and that opportunities for young people must be delivered through multiagency partnership working and a pooling of local resources.** Specific issues included:

- Collaborative working between partners with families is seen as essential in achieving excellence for young people and avoiding disjointed and duplicated provision.
- The importance of communication between partners and good partnership working, particularly for those young people who are receiving targeted and specialist support.
- How partners work together to monitor performance around evidencing better outcomes for young people will be key to effective quality assurance and future planning.
- Support for the voluntary sector will help to ensure a range of opportunities are available for young people in this difficult economic climate. Better training opportunities for volunteers and support for accessing funding would help to maximise the contribution of the third sector to young people.
- Working with Public Health to further promote of prevention / early intervention and treatment services could increase access, improve outcomes and reduce health inequalities for young people.
- The positive role of SCVYS in providing advice for establishing youth groups, supporting training and DBS checks for staff was acknowledged in the feedback.
- Small Community Fund Grants are valued by small voluntary groups. Also, the Staffordshire Local Community Fund was mentioned as being successful, particularly in Tamworth, where it has supported a local boxing facility and team building trips for the past three years.
- A central database for equipment or resources that could be shared between providers and partners was proposed as a way of maximising capacity.

4.4. It is clear from the feedback that **there is a large and diverse amount of provision for young people that is being delivered independently of Staffordshire County Council that young people are already accessing.** Specific examples mentioned in the engagement include:

- Uniform groups such as the Brownies, Guides and Scouts
- The Young Farmers Group
- Leisure centre sports facilities, especially in the wake of the Olympics
- Skate parks across the county

4.5. **Stakeholders identified some areas of the current approach to young people that will need development if the vision of the new Youth Offer is to be achieved.**

These included:

- Improved transport options for young people, particularly in rural areas to ensure young people are connected to existing opportunities.
- More opportunities for specific groups of young people including looked after children, young people with disabilities, girls and young women, and young people from BME to improve outcomes.
- Increasing the amount and quality of information available to young people about existing opportunities and promoting this information further to increase awareness and access.

## **5. Building on this engagement:**

5.1. The findings of this engagement will be used to inform our approach to achieving excellence for young people as well as a full public consultation with young people and their families, providers, staff and trade unions.



- 5.2. The findings of this engagement will also be used to inform a robust and comprehensive Community Impact Assessment (CIA). This CIA will ensure that the potential impacts of any proposed changes in the Youth Offer on different groups of people are analysed, and recommendations are made to mitigate any potentially negative impacts.

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Email: [adam.rooney@staffordshire.gov.uk](mailto:adam.rooney@staffordshire.gov.uk)

**Appendix A: Full list of organisations & people engaged with and responses:**

The following individuals and organisations were contacted either in person, through workshop participation or via letter:

Name	Date Engaged
County Councillors	26.09.2013 - 13.09.2013
Staffordshire Youth Action Council	18.09.2013 & 26.10.2013
Staffordshire Council for Voluntary Youth Services	12.09.2013 & 14.10.2013
Staffordshire Young People's Service	27.09.2013
Schools & School Forum Mtgs	Middle schools forum – 20.09.13 18.09.2013 Special schools (all) 18.09.2013 Secondary schools (all)
VAST	18.09.2013
SCIO	18.09.2013 & 02.10.2013
Fire and Rescue Service	18.09.2013 & 12.09.2013
PCC Office	18.09.2013 & 23.10.2013
Staffordshire Police	18.09.2013 & 29.10.2013
Youth Offending Service	18.09.2013 08.10.2013
Entrust	19.09.2013 & 03.10.2013
Independent Futures	19.09.2013
Families First	18.09.2013 & 07.10.2013
Public Health Improvement and Wellbeing	18.09.2013 & 23.09.2013
SSOTP	18.09.2013
Children & Young People's Strategic Partnership	18.09.2013 & 08.10.2013
Children's Service Provider Forum (was ISD Board)	10.09.2013
Secondary Heads District Forums	18.09.2013
District & Borough Councils	13.09.2013
Parish Council Association	18.09.2013

## Appendix B

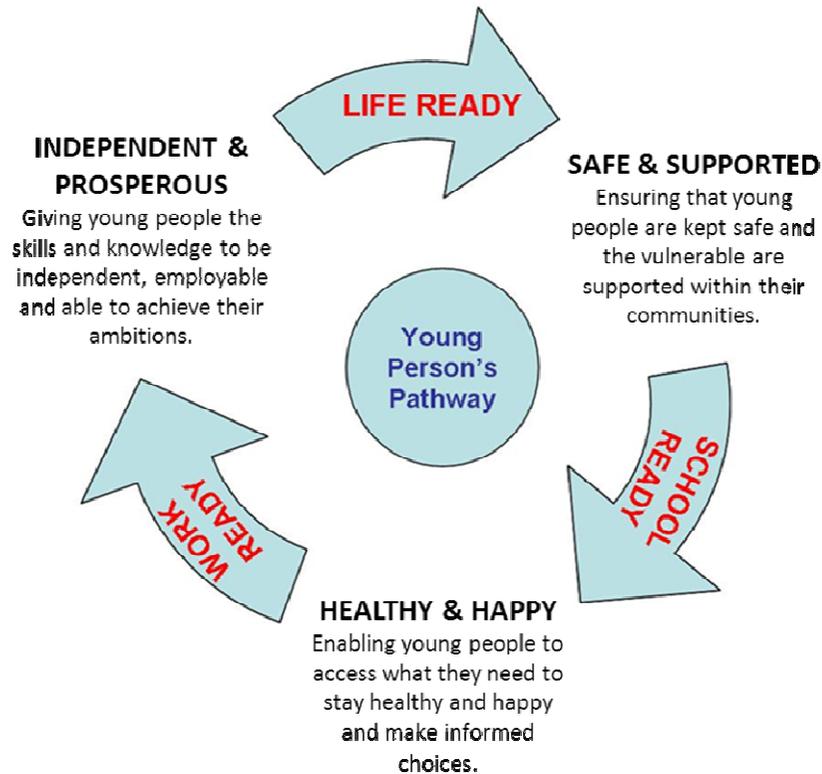


CCGs	18.09.2013 & 25.09.2013
Local Strategic Partnerships	13.09.2013
Disability	13.09.2013 & 09.10.2013
LAC (Children's Voice Project)	13.09.2013
Travellers	13.09.2013 & 09.10.2013
Teenage Parents through Family Nurse Partnership (AWestlake)	13.09.2013 & 03.10.2013
Scouts	26.09.2013
Guides	26.09.2013
Tamworth Amateur Boxing Club	26.09.2013
WLCT	13.09.2013
Silkmere Partnership for Youth	13.09.2013

# Emerging Youth Offer

**ENABLE ACCESS FOR ALL:**

- Information and Advice
- Employment
- Transport
- Health Services
- Education
- Housing
- Recreation
- Leisure
- Apprenticeships
- Volunteering

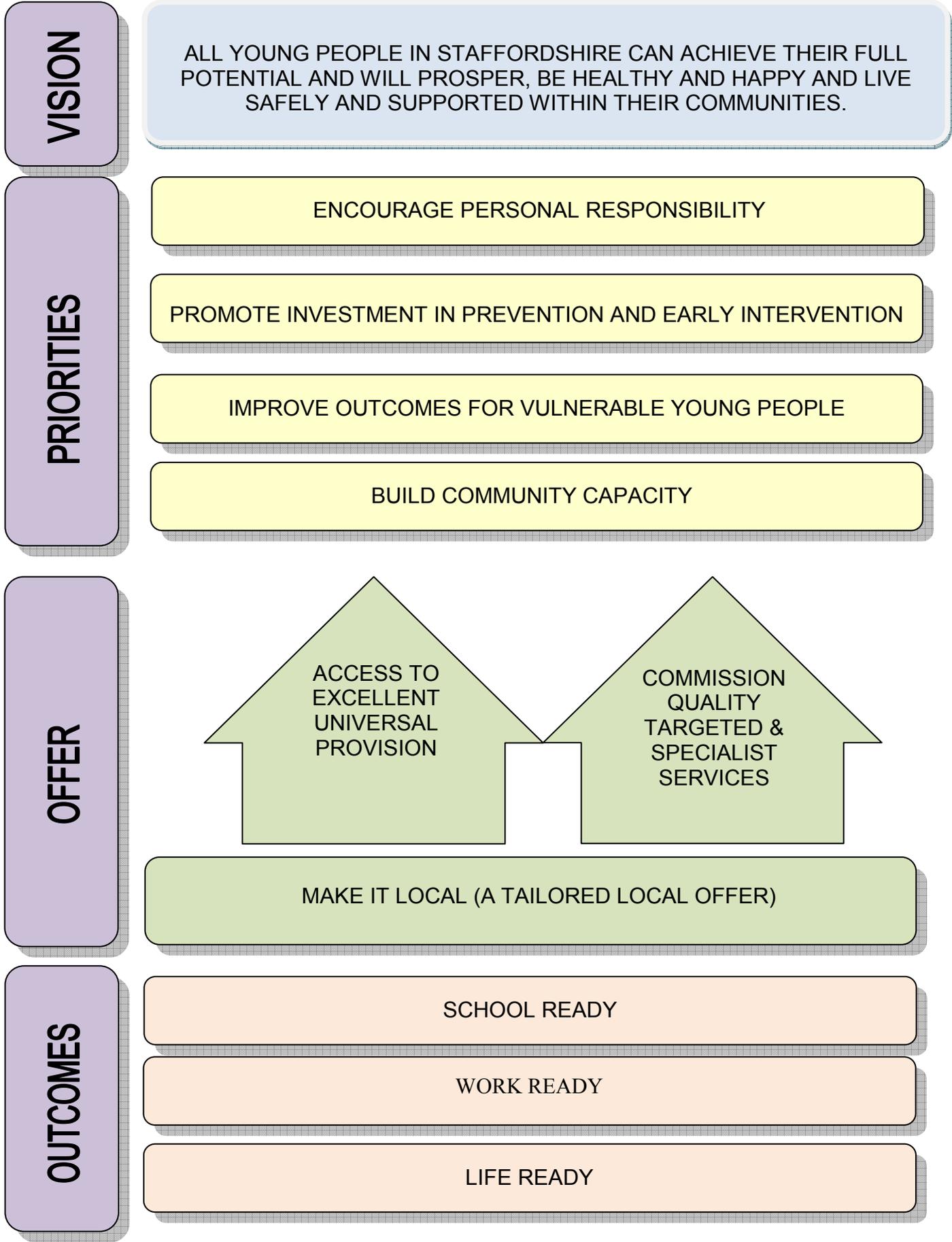


**DELIVER SUPPORT TO THE FEW:**

- Intervene early to stem the flow of families into systems
- Target investment at those at greatest risk
- Take a whole family approach
- Invest in evidence based approaches

**Engage Community - Make it Local**







## Engagement Plan – Version v1

### Achieving Excellence for Young People – December 2013 to March 2014

This engagement plan sets out the approach to be taken around the County Council's strategy for achieving excellence for young people.

The aim of this plan is to ensure that key stakeholder groups, young people who currently use our services (and their families) and the wider Staffordshire population is engaged in a two way engagement process in January and February 2014.

#### Background to the project

The Achieving Excellence for Young People project seeks to promote personal responsibility from our young people and their families and to ensure that the money spent across the public sector on young people's services achieves what the young people of Staffordshire tell us that they want and need.

Between August and October 2013 a variety of key stakeholders were engaged including current providers, the community and voluntary sector and national organisations to examine the existing situation in Staffordshire and best practice elsewhere in the country.

Public consultation on the proposal will start in January and continue for seven weeks. A decision on the proposal will be taken at Cabinet in March.

#### Audience and key stakeholders

There are fourteen key audiences:

- Users of existing SCC provision and their families
- Users of existing non-SCC provision and their families
- MPs
- District/borough councils
- Councillors – county and district
- Police
- Staff and Trade Unions
- Third sector – local and national working with young people eg SCVYS, VAST and NYA
- Youth Parliament
- Schools
- Other provider services FARS, Entrust, Independent Futures
- Commissioners in People and Place and Public Health, as well as CCGs and the OPCC
- Central Government
- Staffordshire residents – the recent Ipsos MORI Local Improvement Index gives 'activities for teenagers' as the second highest priority for British adults when considering things that need improving in their local area.



## Objectives

- That 100% of identified staff, service users and stakeholders have been given relevant, understandable information.
- That 100% of identified stakeholders have been given the opportunity to participate in the public consultation.

## Public Consultation Strategy

This consultation will set out the proposal for the future of youth provision in Staffordshire, ask for comments and views on the proposal and generate ideas and suggestions for further potential options. It is also proposed that this consultation is used to gather further insight into the needs, wants and perceptions of young people in Staffordshire. Following analysis and consideration of the findings from the public consultation, it is expected that a cabinet decision will be taken in March 2014.

For the purpose of the public consultation, the identified 14 key audiences have been aligned into six groups:

### 1) **Service Users and Parents/Carers (SCC and non-SCC services):**

It is vital that the public consultation reaches both existing service users and users of non-SCC provision across Staffordshire to ensure that a wide-range of views and opinions are collated. It is also imperative that the public consultation reaches vulnerable young people. Key groups and forums include:

- Staffordshire Youth Aktion Council
- Youth Parliament
- Staffordshire Parent Action Network – Parents and Carers of Disabled Children
- Staffordshire Umbrella Network
- Children and Young People's Voice Project – Looked After Children
- Young people from minority and ethnic communities – links via Equalities Team

SCC currently has a range of mechanisms that could be used to reach this audience:

- Youth Box
- Your Staffordshire Card Holders
- Youth Clubs – promotion via staff

### 2) **Staff and Trade Unions**

### 3) **Local Members/MPs**

- Cabinet
- County Members
- District/Borough Members
- MPs

### 4) **Internal Stakeholders**

- District Commissioning Leads
- Commissioners in People, Public Health and Place

the knot unites



- Families First
- Independent Futures

**5) External Local Partners:**

- District/Borough Councils
- Office for Police and Crime Commissioner
- Staffordshire Police
- Entrust
- Staffordshire Fire & Rescue Service
- Clinical Commissioning Groups
- VAST
- Staffordshire Council for Voluntary Youth Services
- Independent Futures
- Partnership Trust
- Schools

**6) National/Regional Stakeholders**

- Cabinet Office
- National Youth Agency
- Central Government

**Engagement Methodologies**

<b>Group</b>	<b>Methodology</b>	<b>Comments</b>
Service Users/Non Service Users and Parents/Carers	Questionnaire – hard copy and online version	Easy read version required. A specific questionnaire will be designed for young people and a questionnaire aimed at adults/groups.
	Face-to-face briefings to key groups and forums	Utilising existing meetings. Emails/letters can be sent pre-consultation, after publication of Cabinet Paper to arrange dates during the public consultation period.
	Qualitative research with existing service users and non-users on a District basis to understand what living in Staffordshire is like for young people.	Potential to commission ECS and/or VAST to deliver. Budget will be required.
Staff and Trade Unions	Face-to-face briefings and supporting materials	

*the knot unites*



Local Members/MPs	Scrutiny to be engaged during consultation period  Questionnaire – hard copy and online version  Phone calls/face-to-face briefings for MPs from cabinet member(s)	
Internal Stakeholders	Email/face to face communication.  Responses to be directed to hard copy and online questionnaire	
External Local Partners	Email/face to face communication  Responses to be directed to hard copy and online questionnaire	
National/Regional Stakeholders	Email/face to face communication  Responses to be directed to hard copy and online questionnaire	

## Evaluation

We will evaluate the success of the engagement implementation by:

- Collecting feedback from service users on whether they feel informed and whether they have received information about how to have their say.
- Collecting feedback from staff on whether they feel informed and whether they have received information about alternative provision and how to have their say.
- Feedback from key stakeholders



## Initial Scope of a Community Impact Assessment Achieving Excellence for Young People

Community Impact assessments (CIAs) should be used whenever there is a policy or service change. The template will enable staff to record how they have taken account of the following essential areas within proposals;

- Strategic Priorities
- Public Sector Equality Duty
- Health inequalities
- Rural issues
- Climate change

The Public Sector Equality Duty is a legal requirement and must be applied in all that we do, and in particular whenever there are changes. See guidance note and frequently asked questions for further information.

<b>Name of proposal:</b> Achieving Excellence for Young People		
<b>State here which of the County Council priorities the proposal will deliver against:</b>		
<b>County Council Outcome</b>	<b>People's Service Area Outcome</b>	<b>Project Outcomes</b>
Be healthier and more independent;	Independent - People manage their own life, make their own choices, deal with issues their own way	That young people are: <ul style="list-style-type: none"> <li>• Healthy &amp; happy</li> <li>• Safe &amp; supported</li> <li>• Independent &amp; prosperous</li> </ul>
Feel safer, happier and more supported in and by their community.	Healthy & Well - People live long and fulfilling lives, being able to address the health and wellbeing issues that affect them	That young people are: <ul style="list-style-type: none"> <li>• School ready</li> <li>• Work ready</li> <li>• Life ready</li> </ul>
<b>Project lead: (s)</b> Michael Harrison, Commissioner for Community Safety Sharon Moore, Commissioner for Families		
<b>Names of other officers involved</b>  Members of the Achieving Excellence Project board		
<b>Date:</b> November 2013		

### **Executive summary of the assessment**

This is an initial scope Community Impact Assessment (CIA) for the *Achieving Excellence for Young People* Cabinet Report that provides an initial analysis of the currently available information to inform a full CIA which will take place once approval from Cabinet has been gained to conduct a full public consultation on the proposal set out in the *Achieving Excellence for Young People* Cabinet Report (December 2013).

This initial scope CIA has been informed by national public consultation findings with young people, local service data and an engagement exercise with key stakeholders that took place between 9<sup>th</sup> September and the 31<sup>st</sup> October 2013.

Subject to Cabinet approval, a full public consultation will seek the views of all groups of young people, their families, providers and staff. As a result of this public consultation, a full CIA will take into account the views of young people on the Council's proposal to deliver a new Youth Offer, and will analyse the potential impacts, both positive and negative. Where there is potential risk of adverse impact on any groups, a clear understanding of what that impact is will be provided so that any decisions made are informed, and where appropriate, action taken to address those risks

### **Signature**

Michael Harrison, Commissioner for Community Safety

### **1. Describe in summary the aims, objectives and purpose of the proposal, including desired outcomes.**

Staffordshire County Council's vision for young people is that:

**All young people in Staffordshire can achieve their full potential and will prosper, be healthy and happy and live safely supported within their communities.**

By helping young people become rounded, capable adults results in lasting social benefits throughout a lifetime that includes happiness and security in childhood, achievement in education, readiness for productive work, culminating in resilient and independent adults and parents of the next generation of young people.

A proposed new Youth Offer aims to increase choice for young people and work with our partners to connect young people to opportunities in the community.

The way local authorities have traditionally operated in the past is no longer financially sustainable. Public organisations have a duty to make the most effective use of whatever resources they have available, and Staffordshire County Council and the wider public sector must change the way it works together to make the most of all available resources to help improve the lives of local people.

In order to realise this vision for young people whilst making the most of available resources, Staffordshire County Council has begun a review of its current expenditure on services for young people. This review is a part of a broader strategic approach looking at how Staffordshire County Council collectively commissions for better outcomes for young people across Staffordshire.

The proposed offer for young people aims to achieve the vision outlined above against three key outcomes – that young people are supported to be:

- **Healthy and happy**
- **Safe and supported**
- **Independent and prosperous**

Against these outcomes young people will be prepared for adulthood so that they may be **school ready, work ready and life ready**.

### **Achieving Excellence for Young People – the proposal:**

In order to achieve these outcomes the County Council needs to change how it works and proposes to focus its commissioning activities on three priority areas. Part of our commissioning role entails both influence and leadership to bring about change, as well as direct commissioning of services. These are:

- **Enable access to excellent universal provision:**
  - Work with schools, colleges and other providers to ensure access to high quality education and training opportunities to give young people the skills to become work and life ready
  - Support Public Health campaigns to keep young people safe, healthy and well, for example through sexual health and alcohol education programmes
  - Improve access to transport to increase independence eg consideration of expansion of the Your Staffordshire Card to under 25 year olds
  - Ensure access to the right information, advice and guidance in order that young people are able to make informed choices, for example through Purple Pages and careers advice in schools and colleges.
  - Continue to support the Duke of Edinburgh and National Citizenship Schemes as a key part of our approach to increasing the employability, resilience and social and life skills of young people.
- **Commission high quality targeted and specialist services:**
  - Maintain investment in services for vulnerable young people with the highest level of needs.

- Working through the Children and Young People's Strategic Partnership Board to jointly commission effective services for safeguarding, disability support, teenage pregnancy, substance misuse, youth offending and good mental health.
  - Continue to support the Family Intervention Project as part of the Building Resilient Families and Communities Programme
  - Review our other in-house provision and commissioned services for young people within the County Council, including Entrust, Families First Local Support Teams and the Youth Offending Service to ensure outcomes are achieved aligned to priorities
- **Make it local:**
    - Re-distribute resources and build community capacity in each district by allocating a District Commissioning Budget of £50,000
    - Support participation arrangements that will include a place shaping role to connect young people to opportunities in their communities,
    - Work with VAST to develop social capital through volunteering, making Staffordshire a better place to live
    - Undertake a review of the contract with Staffordshire Council for Voluntary Youth Services, to incorporate learning from Northamptonshire
    - Review the existing property portfolio including the future management by the community of Chesterton Vision, aligned to the Strategic Property Partner project.

It is anticipated that this model can be delivered by shifting from traditional universal provision whilst retaining investment in services for vulnerable young people and developing locality approaches. A number of alternative models have been considered during the process including reconfiguration of existing arrangements, commissioning a single provider, and total disinvestment. It is not thought that any of these approaches would enable the County Council to deliver on its future offer which remains a balance between protecting support for the vulnerable whilst allowing the community, with transitional support, to meet the needs of its young people.

Subject to approval from Cabinet to consult on this proposal, there will be a seven week public consultation with young people and their families, key stakeholders (including communities) staff and volunteers, and trade unions on the above proposal and its implications. This public consultation will likely start on January 8<sup>th</sup> 2014.

The results of this public consultation will then inform a detailed appraisal of a final proposal that will go to Cabinet for approval in March 2014, along with an in depth Community Impact Assessment. A detailed impact assessment is a high priority for this review, and will analyse all of the potential health and equalities impacts on all different groups of people in the community.

## **2. Who are the main people that will be affected?**

The main groups of people that will be affected are children and young people aged 13-19 and their families. There are 73,000 young people aged 13-19 in Staffordshire making up 8.6% of the total population. Within this group of young people, it is acknowledged that the following specific groups could be affected as identified as part of the Public Sector Equality Duty. As part of this process a detailed equalities analysis of existing data and data that emerges during the public consultation exercise will be used to improve equality of outcomes.

- **Age** (people belonging to a particular age group)
- **Disability** (people who are wheelchair or cane users; blind, deaf, visually or hearing impaired; can't stand for a long time; have a long-term illness such as HIV or a neurological condition such as dyslexia)
- **Gender reassignment** (people who identify as transgender)
- **Marriage & Civil Partnership**
- **Pregnancy & Maternity**
- **Race** (different ethnic groups, including Gypsies and Travellers)
- **Religion/belief** (different faiths, including people with no religion or belief)
- **Sex** (men/women)
- **Sexual orientation** (lesbian, gay and bisexual people)

A new Youth Offer aims to increase choice for young people and work with our partners to connect young people to opportunities in the community.

In 2012/13 the total number of attendances at Staffordshire Youth and Community Service provision was 103,457. Of these attendances, 15,902 were unique attendees (that is 15,902 different young people attended provision that year).

Also current staff of the Staffordshire Youth and Community Service could be affected by the review subject to the outcome of the public consultation and

subsequent Cabinet decision. There are currently 400 staff in the service, consisting of 105 full time equivalents (47 full time, 347 part time), and 280 volunteers.

### **3. Who is currently using the service?**

Staffordshire County Council currently collects data as to who uses the Staffordshire Youth and Community Service. However, there is still more to know about the use of other activities for young people available from other providers. Further information will be gathered as part of the full public consultation mentioned above to ensure there is a clear understanding of any impact on the groups identified above and how such impact may be mitigated if appropriate. .

We already have some data which provides information on gender, ethnicity and location of the young people attending Staffordshire County Council provision in 2012/13. Highlights from this data for consideration include:

- The majority of service users are White British young people
- However, there is a significant number of attendees from other ethnicities, most notably Pakistani, Caribbean and groups who identify themselves as 'Other White'.
- Most common age range of attendees is between the ages of 12 and 16.
- 1442 more males attended than females in 2012/13.
- East Staffordshire and Cannock Chase district have the highest number of attendees.

These trends will need to be taken into consideration during the public consultation period and the full Community Impact Assessment to ensure that these groups are not unduly affected by any changes.

Also, this data will be important in ensuring that all groups, particularly those that are currently underrepresented, are encouraged to access the new Youth Offer.

#### **Figure A: Young people in Staffordshire by district:**

Cannock	8,753
East Staffordshire	9,938
Lichfield	8,337
Newcastle	11,491
South Staffordshire	9,312
Stafford	10,813
Staffordshire Moorlands	7,852
Tamworth	6,819

**Figure B: Age and gender of young people attending provision:**

<b>Age</b>	<b>Female</b>	<b>Male</b>	<b>Totals</b>
10	72	74	146
11	467	534	1001
12	1132	1220	2352
13	1238	1509	2747
14	1092	1262	2354
15	1210	1425	2635
16	1078	1217	2295
17	508	694	1202
18	266	400	666
19	94	149	243
20	24	88	112
21	17	46	63
22	12	22	34
23	11	16	27
24	5	9	14
25	3	2	5
26	1	4	5
27		1	1
	<b>7230</b>	<b>8672</b>	<b>15902</b>

**Figure C: Ethnicity breakdown of young people attending provision:**

Asian or Asian British – Bangladeshi	15
Asian or Asian British – Indian	77
Asian or Asian British – Other	78
Asian or Asian British – Pakistani	536
Black or Black British – African	27
Black or Black British – Caribbean	20
Black or Black British – Other	14
Chinese or Other Ethnic Group Chinese	17
Gypsy/Roma	3
Mixed - Other Mixed Background	97
Mixed - White and Asian	80
Mixed - White and Black African	39
Mixed - White and Black Caribbean	116
No Information	139
Other Ethnic Group	49
Other Ethnic Group – Arab	1
White – British	14356
White – Irish	37
White - Other White	201
	<b>15902</b>

**Figure D: Young people attending provision by district:**

Cannock Chase	2123
East Staffordshire	3762
Lichfield	1392
Newcastle-Under-Lyme	1872
South Staffordshire	696
Stafford	1818
Staffordshire Moorlands	1441
Stoke-On-Trent	469
Tamworth	1932
Out of Area/New Postcode	397
	<b>15902</b>

**4. Will the proposal have an impact on staff (If yes, please summarise here what this means for the workforce)?**

Any changes to Staffordshire County Council's current Youth Offer may have an impact on staff. The nature type and level of potential impact upon staff is yet unknown and will be informed as a result of the outcome of public consultation.

Subject to Cabinet approval, the proposal outlined in the Achieving Excellence for Young People Cabinet Report will be consulted on with the public and staff will be a stakeholder in this public consultation. The findings will inform the full CIA that will be brought back to Cabinet in March 2014.

Further details on how the review may impact staff will be considered in the full CIA following public consultation

**5. Are there any gaps in your evidence or conclusions that makes it difficult for you to quantify potential adverse impact (If so, please explain how you will explore the proposal in greater depth)?**

As a public consultation has yet to be conducted on the proposed Youth Offer, there is still much evidence to gather from the community. Therefore, this initial CIA gathers information that is currently available in order to inform any future consultation.

In order to build upon the phase 1 stakeholder engagement a more extensive full consultation will set out the proposal for the future of youth provision in Staffordshire, ask for comments and views on the proposal and generate ideas and suggestions for further potential options. It is also proposed that this consultation is used to gather further insight into the needs, wants and perceptions of young people in Staffordshire.

Current information includes data on service use (section 3) a stakeholder consultation (section 7) and the findings of national engagement with young people (section 6).

The response to the stakeholder engagement conducted in September and October 2013 featured some gaps in representation which will need to be addressed in the full public consultation. These gaps included responses from Black & Minority Ethnic (BME) and Lesbian, Gay, Bisexual & Transgender groups (LGBT), SCIO (voluntary sector) and the Staffordshire and Stoke on Trent Partnership NHS Trust. Where there it has been identified there are hard to reach groups who may be affected by the proposals we will proactively contact and work with local bodies and community organisations.

**6. Please provide details of all consultation undertaken specific to the proposal you are making, either prior to the CIA or as part of it and the results of this.**

Although a full public consultation is still to take place which will gather in the views of young people and their families, there has been some past consultation which will provide some useful context for this Initial CIA.

Staffordshire's Youth Action Council (YAK) Manifesto (2010) and Staffordshire County Council's work on localities identified common issues of importance to young people, such as the importance of affordable and reliable transport, building independence, and being supported to try new things. Also important were learning new skills, having places to relax and socialise with friends, and having enough money to make choices. Key issues for older young people were getting a job, having an affordable place to live and a good social life.

Young people have also told us what is important for them in order to feel safe, healthy and well. This included education and advice on sex and relationships, affordable and positive activities, feeling safe and free from bullying, strong relationships with family members and increasing positive perceptions of young

people.

During 2013 Staffordshire Young People's Service held a number of focus groups with youth groups across Staffordshire to find out what a 'good' day in the life of a young person might look like from their point of view. Over 100 young people took part. 'Headline' feedback shows the *most important* aspects, at different parts of an ordinary day to make it a 'good' day, for young people are:

- Early morning - being presentable (washed, clean clothes, hair) and having time for TV, music, and/or time on the computer
- Going to school – being on time and meeting up with friends on the way
- School day – being with friends and being treated with respect by teachers
- School breaks – a good choice of food and time to socialise
- After school (home) – social networking and talking with friends
- After school (activities) – important to have a good choice of regular activities that do not cost too much

This information has informed the development of the proposed Youth Offer and will also be used to inform a full CIA. The public consultation that will take place on the proposal subject to Cabinet approval will also build on this further.

## **7. Consultation with customers & stakeholders**

It was agreed with Scrutiny on the 9<sup>th</sup> September that an engagement exercise would be undertaken in order to develop Staffordshire County Council's approach. Its purpose was to develop an understanding of future priorities and take feedback on what is felt to be working and what could be done differently.

This focused engagement exercise took place during September and October 2013. Key partners in Staffordshire were identified and engaged with either in writing or in person, including:

- All head teachers in secondary, middle and special schools
- All District Council Leaders
- Staffordshire Youth Action Council
- The third sector - including VAST, SCIO, Staffordshire Council for Voluntary Youth Services (SCVYS).
- SCC departments and providers – including Families First, YOS, Youth and Community Service, and Public Health, Independent Futures, Children's Disability Service
- Key partners including the Police (PCC) & Fire Services, Entrust, Staffordshire and Stoke on Trent Partnership NHS Trust, Clinical Commissioning Groups (CCGs) and Sport Across Staffordshire & Stoke on Trent

The key message from the engagement exercise was a broad support from all stakeholders for the direction of travel and the principles which have been incorporated within the new Youth Offer.

A number of other key themes emerged :

- There was recognition of the need to maintain targeted provision for vulnerable young people
- Affordable, accessible universal provision for young people in the local community was seen as important
- Better quality information, advice and guidance for young people, particularly regarding what opportunities are available in their community was also flagged.
- Stakeholders acknowledged the current approach is no longer sustainable and that opportunities for young people must be delivered through multi-agency partnership working and a pooling of local resources.
- Specific issues raised included improved transport options in rural areas and more activities designed for young women and black and minority ethnic groups

It is clear from the feedback that there is a large and diverse amount of provision for young people that is being delivered independently of Staffordshire County Council that many young people are already accessing. This point is also endorsed by the audit of provision conducted by Staffordshire Council for Voluntary Youth Services as part of the review (can be seen as an attachment to the associated Cabinet Report)

### **8. Consultation with staff**

Staff and trade unions will be briefed on the intended public consultation in December, and encouraged to participate in the Public Consultation scheduled for January 2014. Appropriate formal engagement with staff and TU's will take place, following public consultation and a final decision from Cabinet in March 2014.

As this is an outline public consultation, no recommendations have been made for implementation. As such, monitoring and review of equalities impacts would be premature at this stage

### **9. Making a decision**

The following are the key dates for decisions to be made regarding the new Youth Offer:

- **18<sup>th</sup> December - Cabinet Meeting** - Decision to be made on whether to consult on Youth Offer proposal
- **19<sup>th</sup> March – Cabinet Meeting** – Final decision to be made on the proposed Youth Offer informed by findings of the consultation, a business case appraising the proposal and a full Community Impact Assessment

## **10. Actions**

Subject to Cabinet approval, a consultation on a Youth Offer will need to engage with a range of groups in the community to gather their views.

Any consultation will ensure that Staffordshire County Council makes efforts to consult with the following groups who have been traditionally identified as 'hard to reach' to ensure their views are heard;

- Looked After Children
- Children with Disabilities
- People from minorities and ethnic communities (inc travelling communities)
- Groups that are in transition from children's to adults services
- Young people living in rural areas

The insight gained from the stakeholder consultation also indicates a need to engage in more detail with girls and BME communities as feedback suggests that there is a more could be done to ensure a range of appropriate positive activities for these groups.

Feedback provided during the earlier engagement exercise will be further explored through the substantive consultation process.

## **11. Monitoring and review**

As this is an outline public consultation, no recommendations have been made for implementation. As such, monitoring and review of equalities impacts would be premature at this stage

However, once a public consultation has taken place, subject to Cabinet approval, and a full CIA has been conducted, any potential equalities and health impacts of the new Youth Offer need to be monitored with regards to the performance of the identified mitigating actions.

## **12. Rural considerations:**

Staffordshire has a significant rural population, and as such any public consultation on a proposed offer will need to take into consideration the needs of young people and families who live in rural communities.

So far, district summaries of the initial engagement with key stakeholders carried out by District Commissioning Leads have been produced and have fed into the findings from the stakeholder engagement.

A full public consultation will include further engagement held in each district to ensure that local issues and concerns are taken into consideration. Also, local members will be actively engaged to promote the needs and concerns in their areas.

### **13. Health considerations**

Key identified outcomes of the Youth Offer are to ensure young people are healthy and happy, safe and supported, and independent and prosperous. As part of the proposed Youth Offer, Staffordshire County Council will work with partners to improve health outcomes for young people.

As part of the proposed public consultation, the views of young people, families, staff and stakeholders on the potential health impacts, both positive and negative, of the proposed Youth Offer will be considered. This will then inform the full CIA that will be presented to Cabinet in March 2014.

### **14. Climate change implications**

The climate change implications of the proposal are not yet clear. This will be further explored in the full CIA. However, it is expected that the implications will not be major.

	<b>Question</b>	<b>Answer</b>
1	Business mileage by officer or;	TBC
2	Mileage of our badged fleet or;	TBC
3	Mileage under contract (e.g. taxis or;	TBC
4	Fuel use in our building or other infrastructure (e.g. street lighting) or;	TBC
5	Fuel use in the building or on the sites of private sector contractors delivering a service on our behalf or;	TBC
6	Waste generated in the workplace	TBC
7.	Other	TBC

### **Publication**

The Equalities Team will quality-assure CIAs, and prepare for publishing

Please return copy of the CIA to the county's Equality Team

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**Cabinet Meeting on 18 December 2013**

**High Speed Rail 2 (HS2) Phase Two:  
Response to the Phase Two Route  
Consultation**

**Cabinet Member for Economy and  
Infrastructure Mark Winnington**

**Quote from** Mark Winnington, Cabinet Member for Economy and Infrastructure

“From the very outset we have been opposed to HS2 due to the unacceptable impact it will have on Staffordshire, our communities and on our countryside and the fact it will bring no tangible economic benefits to the county.

“We have continued to champion the cause of residents in Phase One to mitigate the effect of the scheme and win timely compensation and will draw on our experience in putting together a robust response to the consultation on Phase Two.

“The impact of this national transport scheme goes far beyond those living closest to the proposed route and it is a project which everyone in Staffordshire needs to be aware of and show interest in.

“While the decision on the future of HS2 is one for Westminster, we will continue to work closely with local partners, communities and HS2 Ltd itself to get the best possible deal for Staffordshire.

“This means not only influencing the route and winning meaningful compensation, but exploring any further options for economic benefits and improvements to the existing network, should this scheme be imposed on us.”

### **Report Summary:**

High Speed Rail (HS2) is a key government policy designed to develop transport infrastructure in the UK. However, the potential impact on Staffordshire communities, the lack of economic benefits and the potential to damage Staffordshire’s environment has meant the County Council has taken a position in opposition to HS2.

Our opposition to HS2 has meant the County Council has supported local communities to engage with HS2 Ltd to mitigate the proposals, whilst the County Council has directly engaged with both the Department of Transport and HS2 Ltd to push for more mitigation and compensation.

The High Speed Rail (HS2) proposed route through Lichfield District under Phase One (London to West Midlands) of the scheme has already been consulted on and is in the process of being considered by parliament. The impacts of HS2 in Staffordshire are increased further by the proposed Phase Two route (West Midlands to Manchester and Leeds) which includes 33 miles of railway cutting through rural parts of the county.

This report summarises the HS2 Phase Two Route Consultation and seeks approval from Cabinet for the County Council's response to the consultation. A key element of our response will be to continue to support and collect together the views of affected communities and align them with our own response in terms of providing leadership on the issue and putting the people of Staffordshire first.

### **Recommendation(s)**

I recommend that:

- A. Cabinet, in noting the County Council's opposition to Government's High Speed Rail proposals, responds to the consultation questions as set out in the supporting documentation of this report.
- B. Cabinet endorses the submission of the County Council's formal response to the route consultation.
- C. The Cabinet Member for Economy and Infrastructure in consultation with the Deputy Chief Executive and Director for Place, be given delegated authority to take decisions around the scope of the County Council's consultation response, should any changes be required, prior to it being submitted to HS2 Ltd.

<b>Local Members Interest</b>
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N/A
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Cabinet – 18 December 2013

High Speed Rail 2 (HS2) Phase Two: Response to the  
Phase Two Route Consultation

**Recommendations of the Cabinet Member for Economy and Infrastructure**

- A. That Cabinet, in noting the County Council's opposition to Governments High Speed Rail proposals, responds to the consultation questions as set out in the supporting documentation of this report.
- B. Cabinet endorses the submission of the County Council's formal response to the route consultation.
- C. The Cabinet Member for Economy and Infrastructure in consultation with the Deputy Chief Executive and Director for Place, be given delegated authority to take decisions around the scope of the County Council's consultation response, should any changes be required, prior to it being submitted to HS2 Ltd.

**Report of the Deputy Chief Executive and Director for Place**

**Reasons for Recommendations:**

**Background**

High Speed 2 (HS2) will be the UK's new high speed rail network. It is being delivered in two separate phases, Phase One which impacts on Staffordshire within Lichfield District, and Phase Two which impacts north of Lichfield up to the county boundary with Cheshire East.

However, the potential impact on Staffordshire communities, the lack of economic benefits and the potential to damage Staffordshire's environment means that the scheme lacks any alignment with our key outcomes for Staffordshire, namely increasing access to good jobs and feeling the benefits of economic growth; therefore the County Council has taken a position in opposition to HS2.

Our opposition to HS2 has meant the County Council has supported local communities to engage with HS2 Ltd to mitigate the proposals. The County Council is also looking to ensure that current rail services are not affected by HS2 particularly any deterioration in rail services between existing Staffordshire rail stations and the north.

On 28<sup>th</sup> January 2013 the Secretary of State for Transport, Patrick McLoughlin, announced the initial preferred route for Phase Two of HS2. If approved the route will extend the high speed line from Birmingham to Manchester and Leeds, with connections on to the West and East Coast Main Lines to serve the rest of the North of England and Scotland. Intermediate HS2 stations would be built at Manchester

Airport, Sheffield Meadowhall and an East Midlands Hub at Toton. The proposed Phase Two route would be integrated into the existing network, allowing trains to serve destinations such as Crewe and Liverpool.

The consultation on HS2 Ltd.'s proposed routes for Phase Two of HS2 was launched on 17 July 2013 and closes on 31 January 2014. The consultation seeks to obtain views on the proposed high speed rail route, as well as the sustainability impacts of the proposed line of route.

The Phase Two route sets out a further 33 miles of new railway and associated infrastructure in Staffordshire which sees further environmental damage while impacting on additional communities.

The proposed route continues from Phase One in north of Lichfield through the Boroughs of Stafford and Newcastle. There is also a section of the Leeds route within the very southern tip of Tamworth.

The County Council will continue to oppose HS2 whilst engaging with HS2 Ltd to ensure maximum mitigation is achieved while ensuring those affected receive fair and timely compensation.

### **What is the HS2 Phase Two Route Consultation?**

The HS2 Phase Two consultation documentation explains the Government's proposals for HS2 while setting out a series of nine specific questions which include:

- The routes from the West Midlands to Manchester and Leeds with stations at Manchester Airport, Manchester City Centre, in the East Midlands close to Derby and Nottingham, Sheffield and Leeds.
- The connections to the existing rail network and the supporting infrastructure required e.g. depots and maintenance loops
- Views on whether there should be any additional stations on either leg of the proposed route
- An explanation of sustainability impacts of the proposed route
- Ideas on how the rail capacity released on the existing rail network could be used
- How HS2 could integrate with other utilities, such as water or electricity, alongside the line

While formally opposing Government's HS2 the County Council has prepared a joint local authority response to the route consultation. Although all areas of the consultation are crucial, particular attention is drawn to the question of additional stations.

### **How has the County Council developed its response to the consultation?**

In co-ordinating the 'voice of Staffordshire' it is expected that the draft response appended to this report will be adopted by Staffordshire's local authorities who affected by the proposed route so that a joint response can be submitted to HS2 Ltd.

Where possible comments received from parish councils and community action groups along the Phase Two route will continue to be incorporated into the response in addition to responses received to the Staffordshire Rail Strategy questionnaire.

In considering the above, it is recommended that Cabinet endorse the intended submission of the County Council's formal response to the route consultation as appended to this report. The response will be submitted to HS2 Ltd by the close of the consultation period on 31 January 2014.

It is likely that changes to the draft document (appended to this report) will be required following further discussions with partners before the 31<sup>st</sup> January 2014 deadline. It is recommended that the Cabinet Member for Economy and Infrastructure in consultation with the Deputy Chief Executive and Director for Place, be given delegated authority to take decisions around the scope of the County Council's consultation response, should any changes be required, prior to it being submitted to HS2 Ltd.

### **What are the next steps?**

The decision by the Secretary of State on the route for Phase Two is expected to be announced by the end of 2014. This is likely to be followed by a Hybrid Bill seeking powers to construct Phase Two in the next Parliament following the May 2015 General Election. If Parliament approved that Bill, it would provide the necessary powers to build and operate the Phase Two route.

### **List of Background Documents:**

Staffordshire County Council response to the Phase Two Route Consultation

[HS2 Phase Two Route Consultation Document](#)

[HS2 Ltd.'s Phase Two Route Consultation website](#)

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# High Speed Rail 2 (Phase Two) in Staffordshire



## Response to the Phase Two Route Consultation

Working

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Working Draft

## INTRODUCTION

Of the 95 miles for the Phase Two West Midlands to Manchester route, 33 miles are in Staffordshire, which will have a significant impact on our countryside and communities. There is also a short section of the West Midlands to Leeds route at the very southern tip of Tamworth.

In addition to effective mitigation, we believe removing blight and providing appropriate timely compensation to the communities affected by the proposals should be a primary focus of Government, Department for Transport and HS2 Ltd.

We are aware of the proposals being promoted by other local authorities which entail a change to the initial preferred route as published in January 2013. Any such change has the potential to bring with it further impacts on Staffordshire's environment and communities. We do not intend to respond to these proposals in this document but would expect full community consultation to take place should any of the proposals to radically alter the current published route be given further consideration by the Secretary of State for Transport. This response concentrates on the initial preferred route.

Working Draft

## QUESTION ONE

***Do you agree or disagree with the Government's proposed route between the West Midlands and Manchester? This includes the proposed route alignment, the location of tunnels, ventilation shafts, cuttings, viaducts and depots as well as how the high speed line will connect to the West Coast Main Line?***

Disagree.

Staffordshire is one of a number of counties that make up the central 'cross roads' of Britain, and is consequently very much aware of the significance of the transport network to the well-being of the economy and the people of Staffordshire. Part of this awareness includes the need for the transport networks, primarily road and rail, to work effectively and not suffer from unreliability and congestion. Consequently, efforts to maintain or improve the network in these respects are welcomed. Upgrades to the West Coast Main Line have and will continue to bring benefits in terms of service improvements to various stations/settlements across Staffordshire.

In responding to this question, we do not deny the need for sustainable improvements to the national transport network but, we are of the view that the current High Speed Rail network proposal, intrinsically (by virtue of the essential characteristics and requirements of High Speed Rail) fails to maximise the possible benefits of such improvements across the country. It presents a real risk of concentrating future economic development rather than dispersing it away from London and the south-east. This is exacerbated by the consultation documents referring to "two-thirds of the population of northern England will be within two hours of London". We are concerned that ultimately HS2 may result in higher benefits for London than any of the connected cities.

There is little doubt that the use of the railways by passengers and freight has been increasing over the recent past. Similarly, there can be little to counter the prospect of this increase continuing for some time to come both of its own accord and positively encouraged by the diversion of traffic from less sustainable road and air travel. Improvements in transport and communications over history have undoubtedly had economic benefits for the country, albeit with varying impacts on different regions/areas/places depending on the localities served or ignored/bypassed.

Both policy and technology are working to reduce the need to travel. Technology forms part of the need to travel with recent advances in e-technology including e-conferencing often removing the requirement to travel completely. Businesses are continually exploring options to reduce costs and improve efficiency, and advances in technology are assisting with this. As a consequence of these continuing technological developments, forward projection of travel demand should be approached with caution.

There is much debate around the basis for forecasting future travel demand, particularly over the long term which provides the context for the assessment of the High Speed Rail network. We are concerned that the High Speed Rail proposal and its justification are based on unjustified projections of travel requirements including substantial new demand expected to be generated by

the existence of the high speed service, with over optimistic expectations of modal shift.

The evidence for linking significant economic development with high speed train facilities is inconclusive. A particular set of circumstances would appear to be necessary for significant economic development to take place (well-established or strongly developing service sector with extensive local public transport networks) and most of this development would appear to be simply diverted from other localities rather than totally new. Work undertaken by Atkins for the County Council in 2011 confirmed the above, with a general conclusion that it is difficult to find well-defined empirical and quantified evidence on the impacts of HSR.

Consideration also needs to be given as to how HS2 will restrict future growth within areas that it will pass through, obviously a particular concern for Staffordshire given the length of the line that is expected to run through the county. It appears that the initial preferred route minimises the impact on the larger urban areas in Staffordshire. However, by doing so it should be recognised that by directing the line through rural areas, Staffordshire is potentially losing a significant amount of land that is used for farming and could be used for future employment and housing developments. The line is also likely to prove to be a significant barrier to the future expansion of settlements, employment sites and infrastructure projects, something which will not be fully considered within local plans as this problem may not be fully realised for many decades to come.

A mechanism therefore needs to be put in place to mitigate HS2 restricting future growth by acting as a barrier to the development of land for employment and housing, constraining the expansion of urban settlements and dissuading investment in infrastructure projects. Essentially, we believe that we should not be disadvantaged in promoting future growth within the county due to there being a need to cross the HS2 line. In the future, if a need arises to provide a road crossing over the line, HS2 Ltd should work proactively with the promoter of any scheme and in the interests of economic growth nationally relinquish any claim they may have for an uplift in the value of any land that is opened up for development as a result of the creation of the road link/access road.

Having highlighted the principal areas of concern in relation to the proposed route from West Midlands to Manchester, the following outlines areas of concern within each Parish the proposed route passes through. The following text presents initial mitigation that we expect HS2 Ltd to develop further so as to form the basis for further discussion as the detailed design progresses.

### **Kings Bromley**

The village of Kings Bromley will be impacted by both Phases One and Two of HS2, particularly during construction. Whilst having awareness of the differences in timescales between the two phases, we expect seamless construction between Phases One and Two so as to reduce the impact on the local community.

Some residents and businesses of Kings Bromley have been engaging with HS2 Ltd under the Phase One proposals for almost two years. Whilst the residents are opposed to the proposals, they have invested a huge amount of their own time and effort in trying to shape the project so as to reduce the

impact of the route in this Parish. We expect HS2 Ltd to learn from their engagement experience in Phase One and develop an inclusive engagement programme which provides timely feedback and information.

It should be noted that the proposed route appears to have moved closer to Woodend Common Barn when comparing against the drawings published on 28<sup>th</sup> January 2013. Further details are required so as to understand why the line of route has moved as this amendment is causing frustration and anxiety amongst the local community

The proposed route passes close to Listed Building clusters at Fradley Junction, Kings Bromley and Pipe Ridware. HS2 Ltd should carefully consider approaches to mitigating the constructional and operational impacts of the route on the local community along with these groups of nationally important buildings and structures.

North of proposed Phase Two junction, the proposed route dissects Fradley Wood, a Biodiversity Alert Site (BAS) which includes the habitat of principal importance Lowland Mixed Deciduous Woodland. Moving northward, the route passes through an agricultural landscape, running through several small copses and dissecting hedgerows.

The route passes close to Kings Bromley within the valley of the River Trent. The Historic Environment Record (HER) identifies considerable archaeological potential within this area, and the proposed route passes through an area of considerable crop mark activity particularly to the north and north-west of Riley Hill. Given the location of the route within the Trent valley at this point, there is the potential for significant prehistoric archaeological remains to be encountered.

We are concerned with the length and height of the proposed viaducts at Bourne Brook and River Trent. The height of these structures will have significant impacts on the local environment and communities. It is expected that detailed design will allow modifications to the current proposals in order to develop a solution which is more environmentally suitable.

Due to the proposed elevated position (between 6 and 8 metres) of the line between Fradley and Handsacre for a distance of around 6km, it generates concerns on the potential for significant noise impacts on the village of Kings Bromley along with smaller communities in Hill Ridware and Pipe Ridware. These impacts have the potential to be exacerbated at Pipe Ridware where the consultation documentation illustrates a maintenance loop. At this stage there is insufficient information to provide meaningful comments on the proposed location and associated infrastructure; as design progresses, detailed dialogue is expected so as to understand the proposals along with the potential impacts to the local community and environment. We expect details to be provided on the type and frequency of vehicles accessing the proposed loop 'site,' as well as the operating hours which would extend to the potential delivery of materials for maintenance of HS2.

### **Armitage with Handsacre**

Continuing on viaduct into the Parish of Armitage with Handsacre over the River Trent and floodplain, the height and length of the viaduct for HS2 will affect character and views within this landscape. This could reduce potential impacts on Trentside Meadows Site of Biological Importance (SBI), dissected by the

route which passes through the most botanically diverse part of the site. This SBI supports habitats of principal importance, is an exemplar of good agricultural management, supports very high quality grassland habitat of principal importance for biodiversity, has been in Environmental Stewardship for at least ten years, and is used for environmental education. The SBI supports several bird species of principal importance, including snipe and barn owl, which are likely to be adversely affected by the scheme.

We consider these features to add amenity and educational value to our countryside and its direct loss, or loss as a result of severance, has the potential to have an impact on the wider community, educational visits and those in the local area. It is expected that HS2 Ltd demonstrate that the special interest of this site has been fully considered and impacts fully mitigated.

### **Mavesyn Ridware**

North of the River Trent floodplain the route passes through several smaller copses, ponds and hedgerows and passes close to Pipe Wood Lane SBI, which covers an important hedgerow which should be protected if the proposed maintenance loop is incorporated into the proposals at this location.

Due to the proposed elevated position (between 2 and 8 metres) of the line, we are concerned on the potential for significant noise impacts on the communities in Hill Ridware and Pipe Ridware. These impacts have the potential to be exacerbated at Pipe Ridware where the consultation documentation illustrates a maintenance loop. At this stage there is insufficient information to provide meaningful comments on the proposed location and associated infrastructure; as design progresses detailed dialogue is expected so as to understand the proposals, along with the potential impacts to the local community and environment.

In order to reduce the impact of HS2 on the local isolated communities in this Parish, we believe the vertical crest shown on the current design (between CH9145.5 and CH10305.9) can be reviewed so as to achieve a lower alignment through this section. Should a lower alignment to current ground level be achievable, it could reduce the need for an embankment at CH9650. It should be noted that this realignment is linked into a lower vertical alignment at Stockwell Heath as explained in the next section.

### **Colton**

The proposed route crosses close to clusters of Listed Buildings at Colton and Blithfield Hall and close to the Blithfield and Admaston Conservation Area. HS2 Ltd should carefully consider approaches to mitigating the constructional and operational impacts of the route on these groups of nationally important buildings and structures.

HS2 Ltd should note that the proposed route crosses through a well preserved historic landscape, identified as having been created as squatter enclosure representing encroachment onto former heathland which was under way by the late 18th century. The character of the extant settlement pattern, and potentially the historic built environment, of Stockwell Heath also reflects its origins as encroachment on the heathland.

North of Colton the route dissects two Biodiversity Alert Sites supporting species-rich hedgerows – habitats of principal importance and likely to be of

high value for foraging bats. The local ecological network will be significantly affected in this location as a result of HS2.

Where the line passes close to Stockwell Heath on an 11.8 metre embankment, we have significant concerns regarding the noise and visual impacts on the communities in Stockwell Heath as well as Colton to the west. The affected area also retains historic field patterns and intimate secluded character, and Planning for Landscape Change<sup>1</sup>, prepared to support the Staffordshire and Stoke-on-Trent Joint Local Waste Plan (2010–2026), identifies this area as a high quality landscape.

The embankment (11.8m high) past Stockwell Heath and the associated loss of ancient hedgerows and trees would have a locally major impact on the local landscape. In addition to the resulting impacts of HS2 on the community of Stockwell Heath, the route will also dissect the popular Staffordshire Way which has the potential to impact on its amenity value to the local and wider community.

We also have concerns for the residents of Upper Moreton where HS2 proposes to pass over a small watercourse and floodplain on a 140m long viaduct at a height of 7 metres. In addition to the potential impacts on the local community, the height and length of the viaduct will permanently change the landscape, affecting the wider environment. It should be noted that the viaduct over Moreton Brook does not take the route over Lount Farm SBI and Natural England Grassland Inventory site which supports grassland habitats of principal importance and extreme rarity in the county. It is considered that a minor extension of the viaduct could potentially reduce impacts on these habitats.

As outlined in the section above, the current proposal will have a significant impact on the community and environment at Colton and Stockwell Heath. Subject to geology and ground water levels, we believe the height of the proposed embankment can be lowered as illustrated in Figure 1.1.

While this proposal creates a deep cutting (approximately 20m) at CH10100, an engineered solution would need to be explored so as to balance the lower alignment and land take. In lowering the route this could allow Newlands Lane and Moor Lane to pass over HS2 through realignments acceptable to the highway authority.

<sup>1</sup> Staffordshire and Stoke-on-Trent Joint Waste Local Plan (2010–2026) (Adopted March 2013)

<http://www.staffordshire.gov.uk/environment/eLand/planners-developers/landscape/NaturalEnvironmentLandscapeCharacterTypes.aspx>

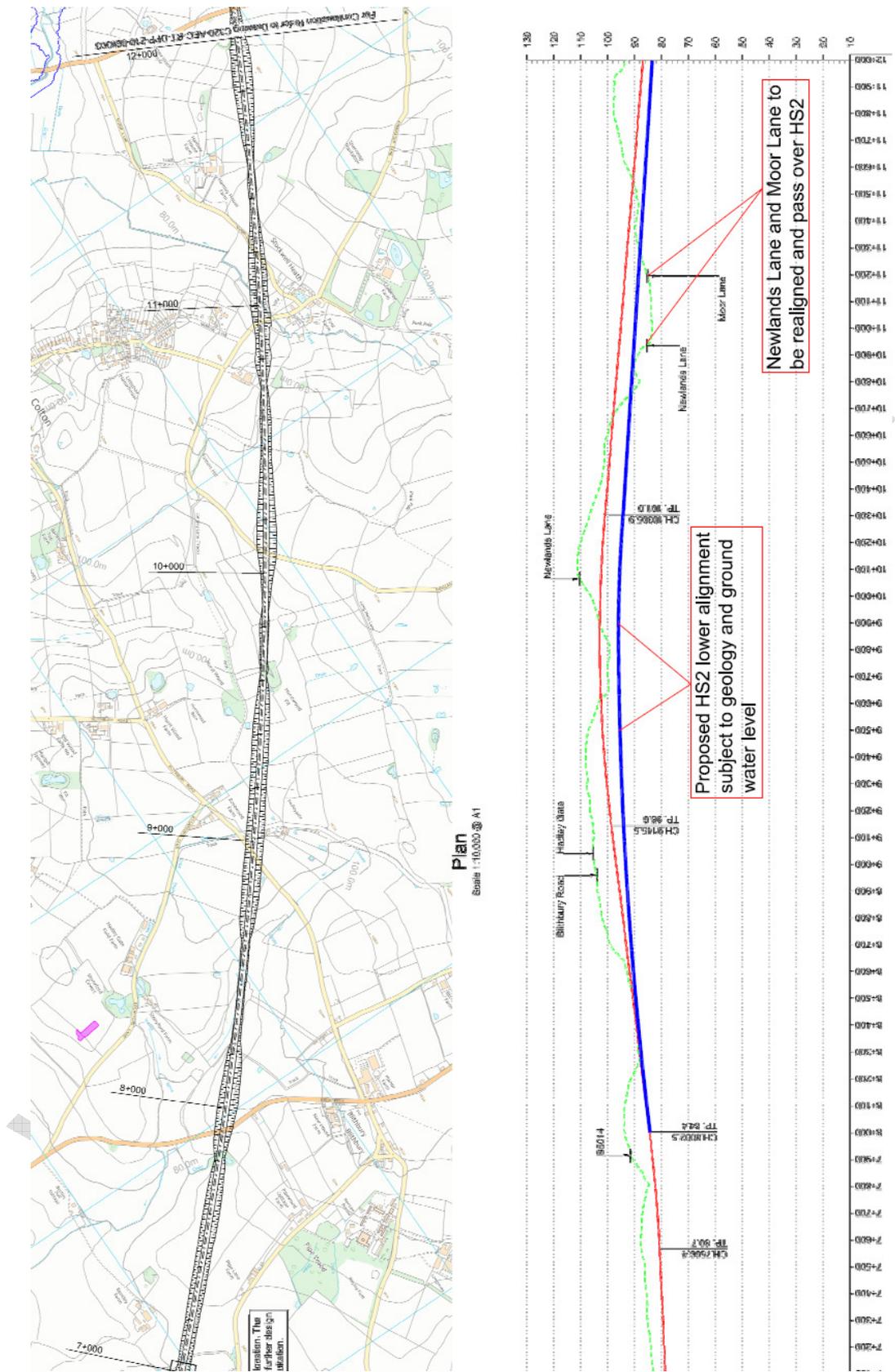


Figure 1.1: HS2 lower alignment at Stockwell Heath

## **Colwich**

The depth of cutting (at its maximum 19m below ground surface) increases the potential for the proposed works to encounter Palaeolithic remains within particularly gravel deposits. The proposed route also crosses the River Trent to the north of Shugborough estate where there is the potential for significant archaeological remains that relate to late prehistoric activity within this area of the river valley.

As the proposed route travels north towards the A51 Stone to Lichfield road, it changes from cutting to embankment followed by viaduct as it crosses both the River Trent and the Trent and Mersey canal. For a distance of some 4km the line is elevated at a height of between 9 and 13 metres. This elevation is a major concern as this is likely to have a significant impact on increased noise levels at Great Haywood and Ingestre. In addition to the potential noise impacts, there are very strong concerns regarding the potentially limited options available to provide effective mitigation to the local communities.

In passing close to Shugborough and Great Haywood, a Conservation Area and Grade I Registered parkland which contains a range of Listed Buildings, it is expected that HS2 Ltd will fully consider approaches to mitigating the constructional and operational impacts of the route on these groups of nationally important buildings and structures. It is expected that these approaches will be developed in consultation with the Local Planning Authority, English Heritage, the National Trust, the County Council and the Staffordshire Parks and Gardens Trust regarding potential impacts to this nationally significant heritage asset.

The proposed route passes through further small woodlands, hedgerows and ponds through this Parish. Passing to the north of Great Haywood, the proposed route affects a site at Great Haywood Marina which has been landscaped for biodiversity and amenity through the development planning process. This will impact on restoration wildflower grasslands, wetlands and water vole habitat. A minor extension of the proposed viaduct over the Trent floodplain could reduce impacts on this site. However, it is expected that through detailed design, the length and height of viaduct over the River Trent floodplain can be developed to provide the optimal environmental and social balance of the proposed route on the surrounding communities and Great Haywood Marina.

## **Tixall with Ingestre**

Moving west, the route passes close to a cluster of Listed Buildings at Ingestre, grouped around a Grade II\* Listed Hall. It is expected that HS2 Ltd will carefully consider approaches to mitigating the constructional and operational impacts of the proposed route on these groups of nationally important buildings and structures.

In moving west the line also passes through undesignated woodlands and Ingestre Park Golf Course whose habitat quality is unknown. The line then enters a landscape of small fields and hedgerows with many scattered ponds where great crested newt populations may be affected.

An area around Ingestre is identified in Planning for Landscape Change<sup>1</sup> as being of high quality and highest sensitivity. It is expected that HS2 Ltd in

developing their detailed design will assess the impacts on Ingestre Conservation Area which will inform the development of meaningful mitigation.

HS2 will have a significant impact on Ingestre both during construction and operation of the proposed route. The height of the embankment (12.9m) will have a permanent change on the landscape and will impact on the small communities of Little Ingestre as well as Ingestre. We are concerned about the potential noise impacts HS2 could have on the hamlet. Ingestre is a small hamlet and HS2 poses significant impacts on the tranquillity of the area as well as loss in amenity value as the route cuts through some of Ingestre Park Golf Club. We expect HS2 Ltd to support the club in remaining functional both during construction and operation of HS2 so that this important recreational and employment venue can continue to function upon completion of HS2.

HS2 cuts through Upper Hanyards farmhouse and associated buildings. In addition to dissecting high quality farmland, the loss of this farm will have an impact on our rural economy. We expect HS2 Ltd to support the affected farmer and develop an approach so that viable farmland remains upon completion of the proposed route. This means suitably sized viable areas of land complete with good soil structure and gradient for natural drainage.

### **Hopton and Coton**

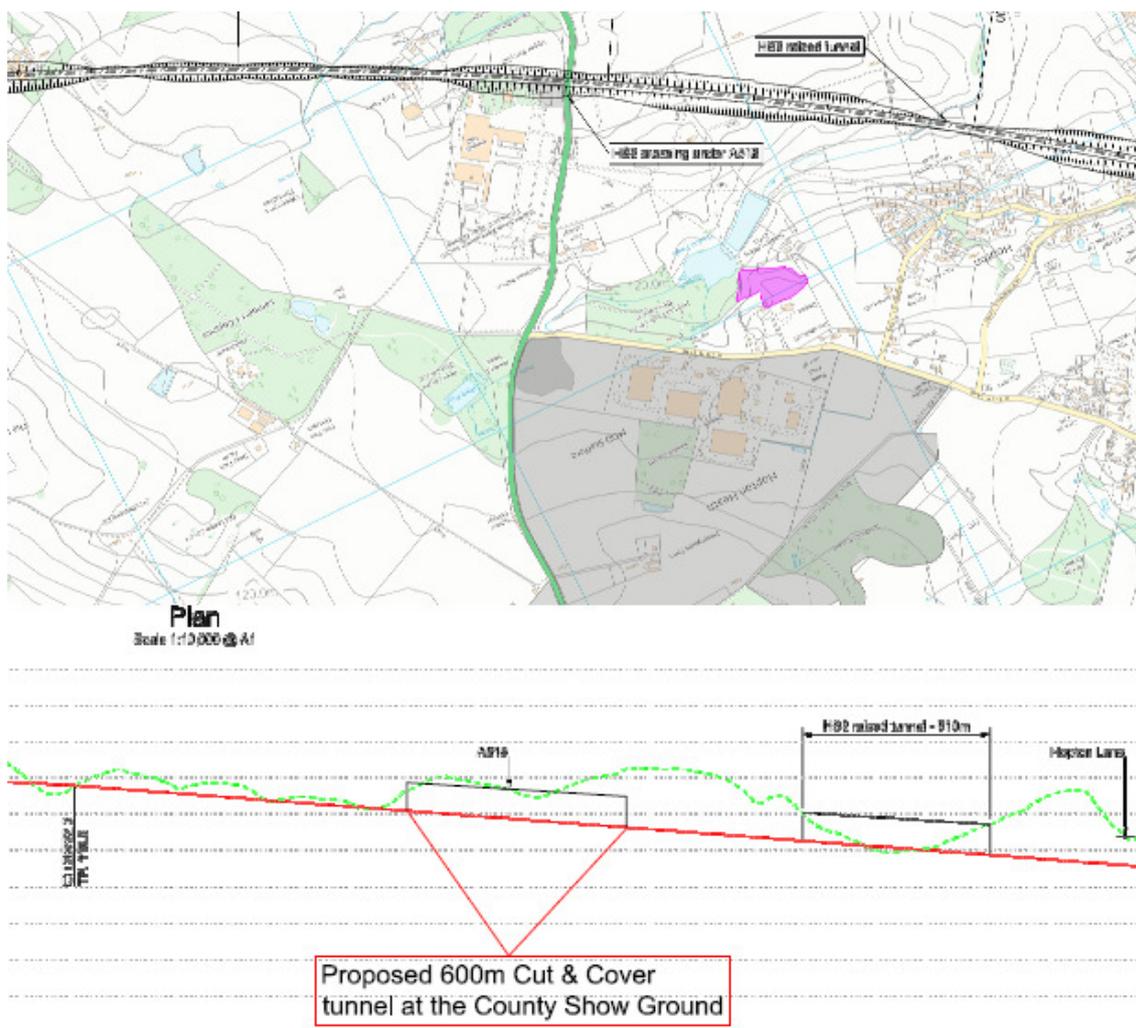
The proposed route passes adjacent to the County Show Ground that will see the loss of land and associated infrastructure owned by the Show Ground. To reduce the impact of the route on the County Show Ground, we believe a 600m cut and cover tunnel as shown in Figure 1.2 will allow the venue to remain functional during operation of HS2.

As the proposed route continues towards Hopton, it passes close to the Registered Hopton Heath Battlefield. It is expected that HS2 Ltd will give due consideration to mitigating impacts on this historic site and we expect that the relevant organisations will be consulted in due course. A number of ring ditches and barrows are also recorded in this area suggesting the presence of a Bronze Age burial landscape, and HS2 Ltd should fully consider the potential for further archaeological remains to be present in the area to the north east of Stafford.

At Hopton the proposed line passes through deep cutting and a 'green' tunnel. This combination could assist in screening the noise impact on some areas of the village, although there is significant concern that dwellings to the west in Mount Edge would be exposed to increased levels of noise. We expect HS2 Ltd to take into account the cumulative impacts of noise in the area so as to incorporate meaningful mitigation into the proposals.

We have concerns regarding the impacts, including severance, of the dispersed village of Hopton. We expect that the raised tunnel proposed to the south of Hopton will blend into the landscape sensitively.

It is understood that HS2 Ltd has already considered the impacts of the proposed route on the village of Hopton. However, we believe that the proposed cut and cover tunnel needs to be extended so as to further reduce the impacts of the railway on the village. We believe this tunnel should be extended by a further 400m beyond Hopton Lane. In extending the length of the tunnel we believe it will reduce the noise and visual impacts of the railway on the village and contribute to removing community severance.



**Figure 1.2: Proposed 600m Cut and Cover Tunnel**

### Marston

The proposed route will have a significant effect on the small rural community of Marston as well as affecting its landscape character and setting resulting in visual impacts. On the approach to Marston the line is on an 8 metre embankment for around 700m which is then followed by a shallow 4 metre cutting for around 900m. At this location the line is broadly parallel to Yarlet Lane and we are concerned that there are a number of dwellings which would experience a significant impact in increased levels of noise that will impact on their tranquillity.

We expect HS2 Ltd to consider lowering the route and remove the vertical curve from CH24725.4 to CH26720. By doing this, and subject to detailed design and consultation, we believe the proposal could reduce the proposed 8m embankment by 5m. Through detailed discussion with the highway authority and the local community, Marston Lane could be realigned to pass over HS2 as a result of lowering the proposed route.

The further loss of high quality farmland will have an impact on our rural economy in this area and HS2 in its current form has the potential to see the loss of two farms. The proposed route also cuts through the County Council's

farmland at Yarlet Bank that will affect the operation of the farms both during construction and operation of the proposed route.

We expect that HS2 Ltd will give full consideration to mitigating the constructional and operational impacts of the route on this small community and agricultural businesses through detailed dialogue.

### **Stone Rural**

The 13.7m high embankment at CH29600 has the potential to impact on local farming as a result of the permanent and temporary land take. HS2 in this Parish passes through two farmhouses and is within 500m of three other farmhouses over a distance of 3.4km. In doing so it also dissects high quality farmland and potentially associated farm infrastructure that will have an impact on our rural economy and employment. We expect HS2 Ltd to provide support to affected land/property owners and tenants to ensure those affected receive fair and timely compensation. We also expect that where land is required on a temporary basis that this land is to be returned to its current owner which is of quality that is suitable for farming. This means suitably sized viable areas of land complete with good soil structure and gradient for natural drainage.

In continuing north, the proposed route passes over the B5026 and West Coast Main Line. HS2 also dissects part of Poolhouse Wood SBI that will affect broadleaved semi-natural woodland while severing the two parts of the SBI.

In developing its design, we expect HS2 Ltd to incorporate the proposed embankments between CH32600 and CH33600 into the existing landscape and we do not expect to provide comments on linear planting along the line of the proposed route. We believe planting and environmental enhancement needs to be linked to existing wooded and hedgerow areas in order to promote ecological connectivity and landscape character.

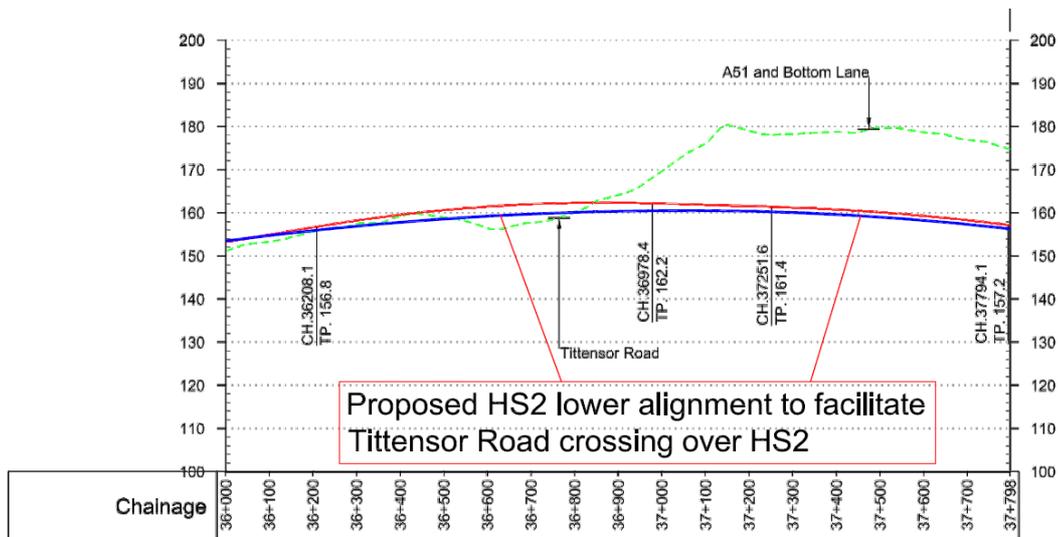
### **Swynnerton**

After crossing the M6 the proposed line passes through wet grassland and other habitats within Highlow Meadows SBI. It also passes through several ponds and hedgerows while severing a significant woodland network at Swynnerton which is already affected by the M6.

Due to the 14m high embankment to the east of Swynnerton, it could result in residents in properties on the edge of the village being affected by increased noise levels which is a concern to the local authorities and the local community.

The route passes close to a cluster of Listed Buildings at Swynnerton; we expect HS2 Ltd to develop mitigation so as to reduce the constructional and operational impacts of the route on these groups of nationally important buildings and structures.

As shown in Figure 1.3, we believe the proposed route could be lowered by approximately 5m. Together with a combination of vertical realignment of Tittensor Road to pass over HS2, we believe the route could be lowered. In lowering HS2 through this section, we believe this could reduce the visual and noise impacts of the proposed route from the Tittensor Road approach.



**Figure 1.3: Lower Route at Tittensor Road**

Before passing under the A51, where small woodlands will be lost, the route passes very close to Closepit Planation SBI which supports broadleaved woodland. We expect HS2 Ltd to avoid the impacts of the railway on Closepit Planation during construction works or any ancillary equipment that may be required to support HS2, e.g. access tracks.

As the line passes to the east of the A51 at Stableford generally in cutting with a short 8 metre high embankment over Dog Lane, we are concerned that there are a number of dwellings to the west of the line at Stableford and east of the A53 which could be affected by increased levels of noise which is a concern.

The proposed route continues to pass through a further woodland network, affecting part of Clifford's Wood SBI whose owner won the Elsie Ashley Trophy, awarded by the County Council for conservation work by farmers, for work to enhance the woodland. The line passes through further small woods before running close to Hatton Common SBI. There are a number of barn owl records in this location; we expect HS2 Ltd to develop meaningful mitigation of the impacts on this Schedule 1 species.

The route passes through areas of high sensitivity (identified in Planning for Landscape Change<sup>1</sup>) north of Swynnerton Heath Farm. The route passes through this area approximately at grade which will result in detrimental impacts to the landscape and local community. We expect HS2 Ltd to develop mitigation measures that will take into account the context of the local landscape character type (Sandstone Hill and Heath subtype Forest). There would be potential for increasing woodland cover and a landscape scale approach should be taken that helps to integrate the linearity of the route into the subtle undulations of the landform.

The proposed route through Swynnerton will have an impact on local farming and our rural economy. We expect HS2 Ltd to engage with local landowners at the earliest opportunity so that meaningful mitigation can be developed which allows affected farms to continue operating during construction and operation of HS2. Subject to each business need, we expect agricultural crossings to be provided and HS2 Ltd to provide support in redefining field boundaries. We also expect HS2 Ltd to reduce the width of the proposed cutting by developing engineered solutions so as to reduce the permanent land take.

In addition to the permanent and semi permanent loss of high-quality farmland, we are concerned that HS2 will impact on the open countryside that will impact on the tranquillity of the area. We expect this loss in tranquillity to be taken into full consideration when developing the design and Environmental Impact Assessment (EIA).

Where the proposed route passes under the junction with the A51 and Bottom Lane, we expect highway alignments that are acceptable to the highway authority but also achieve a balance of reduced additional land take. Through discussion with the Parish Council, land owners and the local community we expect an informed design to be incorporated at this location.

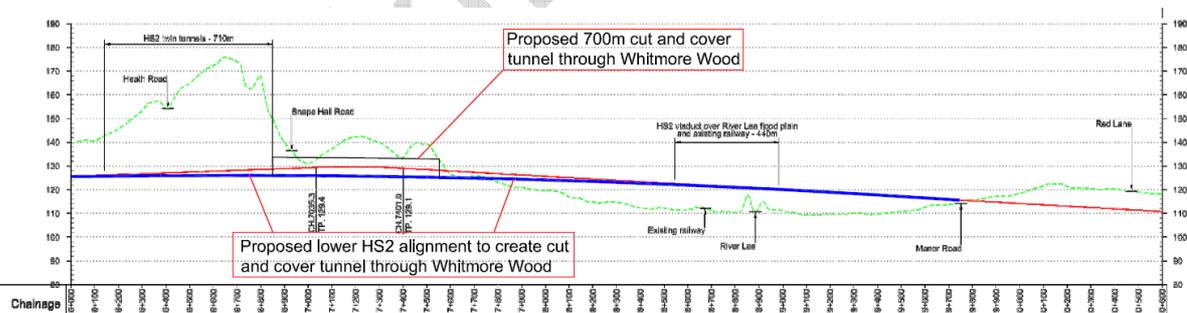
### Whitmore

It is expected that detailed floodplain modelling will take place which could permit a lowering of the proposed viaduct over Meece Brook floodplain.

The route passes under the A53 to the east of Baldwin's Gate in cutting before entering a tunnel under Whitmore Heath for 710m. At Whitmore we are concerned about the combined noise impact on the village from trains exiting the tunnel and also from the existing West Coast Main Line to the west.

In an area of high landscape quality it is acknowledged that the Whitmore tunnel could reduce landscape impacts of HS2 in this area. However, we seek to maximise the length of this tunnel and/or the creation of a cut and cover tunnel under Whitmore Wood ancient woodland as shown in Figure 1.5.

The proposed route passes under Whitmore Heath but then travels through Whitmore Wood Ancient Woodland SBI in cutting. We believe continuance of the tunnel would radically reduce habitat and severance effects for this irreplaceable habitat. Despite coniferous planting, the woodland retains ancient woodland species diversity.



**Figure 1.5: Lower alignment, cut and cover tunnel at Whitmore**

We believe removing the vertical curve at CH7035 and CH7401 could contribute to lowering the HS2 alignment and facilitate the installation of a 700m cut and cover tunnel, if possible, as an extension to the proposed bored tunnel. Through detailed discussion with the local community, Parish Council and local authorities, we expect a balanced mitigation proposal to be developed which reduces the impact of HS2 on the local community, environment and open countryside. This mitigation proposal could reduce the destruction of the ancient woodland currently proposed by the cutting; in proposing this mitigation option, it is recognised that it will have an impact on the ancient woodland during construction but long term there could be improved habitat connectivity as well as reducing the visual and noise impacts on the local community.

Beyond the tunnelled section and cutting to the north of Whitmore Heath, the line is on embankment followed by viaduct as it crosses both the West Coast Main Line and the disused Silverdale to Madeley railway line. With the line being elevated for a distance of around 1000m, there is concern that a significant number of dwellings to the west at Madeley Park could be adversely affected by noise.

### **Madeley**

After crossing the West Coast Main Line and River Lea on viaduct, the line impacts on species-rich woodland road verges within Manor Road Verges BAS.

The route crosses the A525 at Madeley in cutting before entering a tunnel for 720m. A short section of cutting is followed by a 14 metre high embankment for around 1500m as the route moves northwards into Cheshire. We are concerned about the noise impacts in this area on isolated dwellings to the west and on the village of Wrinehill to the east.

After crossing under the A525, the route runs very close to Barhill Wood Ancient Woodland. Though not designated, this is likely to qualify as a Site of Biological Importance and we expect HS2 Ltd to develop robust mitigation proposals so as to limit the impacts of the route on the local environment.

The route passes close to the east of the scheduled remains of Madeley Moated Manor House. HS2 Ltd should carefully consider approaches to mitigating the constructional and operational impacts of the route on this nationally important heritage asset and should consult with English Heritage at an early stage regarding ways to mitigate construction and particularly operational impacts.

The proposed route also passes close to a cluster of Listed Buildings at Madeley. The proposed tunnel at Madeley will substantially reduce impacts on the historic character of Listed Buildings within the settlement, although HS2 should still consider approaches to mitigating the constructional and operational impacts of the route on these groups of nationally important buildings and structures at the southern end of the tunnel.

We expect HS2 Ltd to develop mitigation which complements the existing landscape and does not create linear screening along the route. Noise and visual mitigation needs to have the right balance so as to reduce the impact of the route on local farming.

## QUESTION TWO

***Do you agree or disagree with the Government's proposals for:***

***a. A Manchester station at Manchester Piccadilly?***

Notwithstanding our response to question one, we agree with the logic of the Government's proposals for a station at Manchester Piccadilly, subject to the details contained in response to question three being incorporated into the scheme.

If, as suggested, high speed rail is about linking cities together and bridging the north south divide, then a station at Manchester Piccadilly is potentially a key part of the proposed new network. Notwithstanding our objection in principle against HS2, it appears logical to site a station at Manchester Piccadilly as this provides greater connectivity to the wider north west and makes use of existing intermodal public transport networks.

From a Staffordshire perspective, residents and businesses of Staffordshire are unlikely to travel north to make use of the proposed station at Manchester Piccadilly and in fact would predominately use the 'classic' network to access Manchester Piccadilly and the north west. With this in mind, we believe the classic compatible connectivity package, as outlined in response to question three, should be incorporated in the proposals in order to provide Staffordshire's residents and businesses with frequent reliable services to Manchester and beyond.

***b. An additional station near Manchester Airport?***

Notwithstanding our response to question one, and as above, we agree to the Government's proposals for a station at Manchester Airport, providing the information contained in response to question three is incorporated into the scheme.

If the decision to proceed with HS2 is made, then it would appear logical to link up the UK's major airports into the proposed high speed network. Staffordshire supports the development of regional airports.

From Staffordshire, the rail connectivity to Manchester Airport is currently very poor. At best the rail journey from Stafford to Manchester Airport would take approximately 1hr 30mins – which requires a change at Manchester Piccadilly or Crewe. If the proposals as outlined in our response to question three are incorporated into the scheme, we believe a classic compatible service serving Birmingham Interchange and Manchester Airport provide some of Staffordshire's residents and businesses with improved access to Manchester Airport.

It is considered a reasonable assumption that those arriving at Manchester Airport will be either living or visiting north Staffordshire conurbation and the north west and would have deliberately chosen to fly to that airport for proximity of their final destination. It seems unlikely that significant numbers of inbound passengers would fly into Manchester Airport then make use of the high speed network to travel to Birmingham or London. Having considered the costs and travel time, it is highly likely that passengers would fly direct to the areas closest to their final destination – and vice versa.

It is expected that, as a result of released capacity and the introduction of classic compatible rail services, access to Manchester Airport and beyond from Staffordshire can be improved. This would support Staffordshire's ability to attract inward investment, create employment and economic prosperity. Improved rail access from Staffordshire to Manchester Airport also links into their future aspiration of increasing its rail modal share of arrival and departure journeys<sup>2</sup>, i.e. a greater number of passengers using rail services to access the airport.

Working Draft

<sup>2</sup> Manchester Airport, Ground Transport Plan: Part of the Manchester Airport Master Plan to 2030.

[http://www.manchesterairport.co.uk/manweb.nsf/AttachmentsByTitle/TransportStrategy/\\$FILE/Grndtrans-screen.pdf](http://www.manchesterairport.co.uk/manweb.nsf/AttachmentsByTitle/TransportStrategy/$FILE/Grndtrans-screen.pdf)

### QUESTION THREE

***Do you think there should be any additional stations on the western leg between the West Midlands and Manchester?***

In considering the consultation information, and having an awareness of the aspirations of other organisations in Staffordshire, we believe that there should be no additional stations on the western leg between the West Midlands and Manchester. On reviewing the proposed route, we believe there appears to be no clear location that could lend itself to a site suitable for an intermediate station. Whilst no detailed analysis has been carried out, this is based on the location of the proposed route in relation to existing road and intermodal transport networks as well as the proximity of Stafford and Crewe being served by a 'classic compatible' service. However, if HS2 is to be imposed on us we do ask for the following:

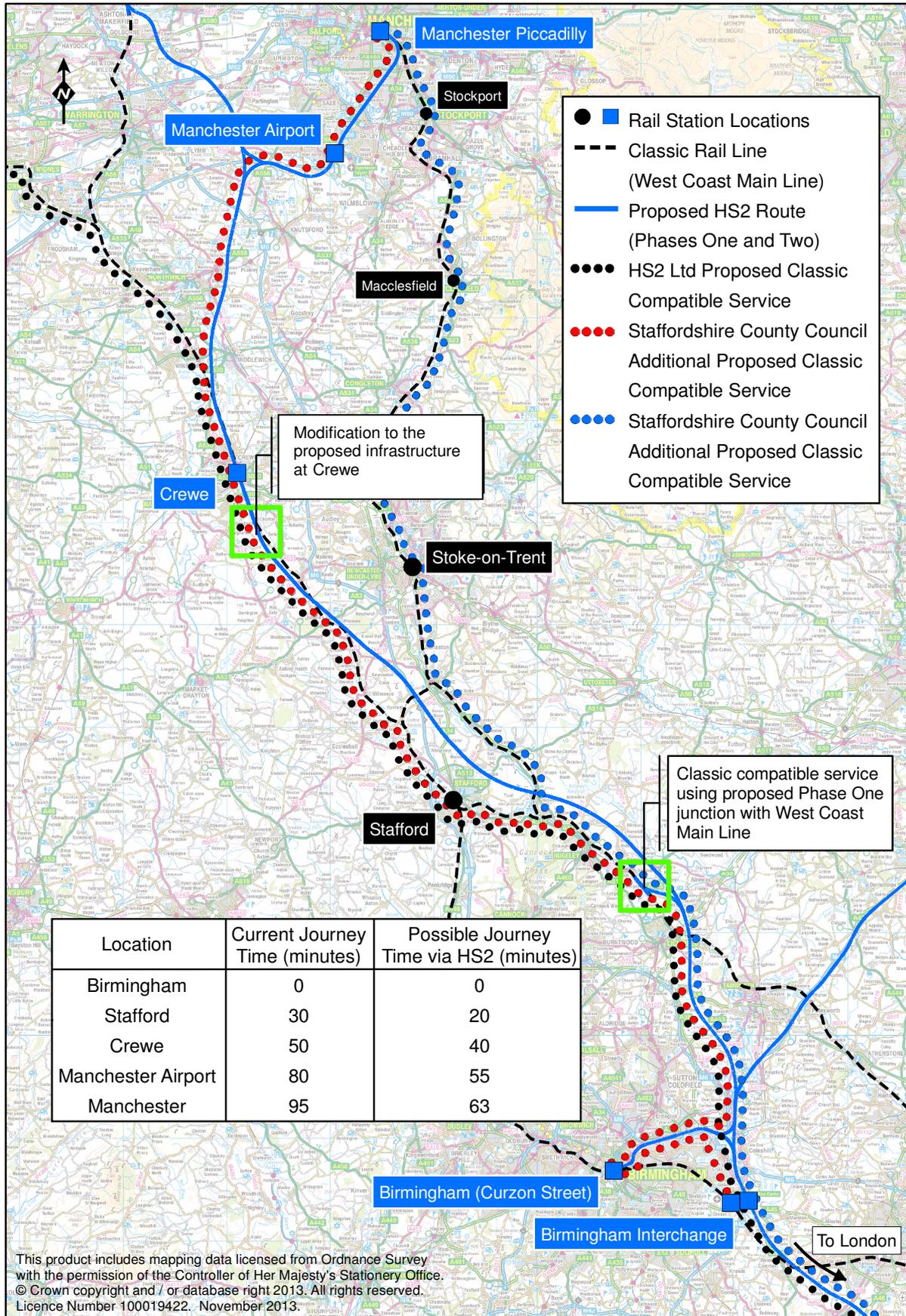
- A package of intermodal connectivity measures to provide Staffordshire's residents and businesses with improved access to the proposed high speed rail network
- Modifications to the proposed infrastructure at Crewe to maximise connectivity between classic compatible and high speed services
- Greater use of classic compatible rail services that can serve Staffordshire stations on the West Coast Main Line to provide improved rail connectivity to both the north and south

The rationale behind the above 'asks' are outlined in the following text.

#### **Modifications to the proposed infrastructure at Crewe**

As shown in Figure 3.1, we believe that through making use of the proposed junction at Handsacre under the Phase One proposals, both Stafford and Stoke-on-Trent could make use of the existing and proposed infrastructure to provide improved rail services than those currently available. Through modifications to the proposed HS2 infrastructure at Crewe, there is potential for classic compatible trains to use the proposed HS2 route north of Crewe to serve Manchester Airport and Manchester Piccadilly as illustrated in Table 3.2, without further impacting on Staffordshire. Modifications to the proposed infrastructure at Crewe also provide the potential for other stations on the West Coast Main Line (such as Lichfield Trent Valley and Tamworth) to access the proposed high speed rail network north of Crewe. We believe modifications to the proposed infrastructure at Crewe could provide improved integration of the HS2 network and the existing classic rail network should the scheme go ahead.

In order for north Staffordshire to compete on a national level, it is important that the current rail services from Stoke-on-Trent to London do not diminish from 29 to 19 as suggested in the current documentation. HS2 is already having a significant impact on Staffordshire and we need to ensure our existing good connectivity to London is maintained should the scheme go ahead.



**Figure 3.1: Proposed classic compatible rail services utilising existing rail infrastructure and the proposed HS2 route**

Table 3.3 illustrates a possible service pattern that provides Staffordshire's residents and businesses with the best possible opportunity to gain access to the proposed high speed passenger network. It should be noted that both Tables 3.2 and 3.3 suggest possible service patterns and are subject to further detailed analysis to determine frequency in addition to other service patterns and freight movements as a result of any released capacity.

In addition to modifications to the proposed infrastructure at Crewe, we believe there should be a package of intermodal connectivity schemes incorporated into the proposals. A package of intermodal connectivity measures that would be of interest to Staffordshire could include:

- Road improvements to provide improved access to Crewe
- Rail and bus service enhancements from Stoke-on-Trent and Newcastle-under-Lyme to Crewe
- Appropriate scheduling of high speed/classic compatible rail services to minimise interchange time at Crewe and other rail stations

If modifications to the proposed infrastructure at Crewe are considered along with a package of intermodal connectivity schemes, we believe it could provide some of Staffordshire's residents and businesses with a choice of rail services along with the local authority's ability to attract further inward investment.

HS2 Ltd proposed service to Liverpool Lime Street					
Service Type	Serving the following suggested stations				
Classic compatible service - London to Liverpool Lime Street	London Euston	Birmingham Interchange	Stafford	Runcorn	Liverpool Lime Street

**Table 3.1: HS2 proposed classic compatible service through Stafford utilising existing and proposed HS2 infrastructure**

Modifications to the proposed junction south of Crewe						
Service Type	Serving the following suggested stations					
Classic compatible service - Airport Express	Birmingham Interchange	Birmingham Curzon Street	Stafford	Crewe	Manchester Airport	Manchester Piccadilly

**Table 3.2: Suggested classic compatible service through modifications to the proposed junction at Crewe**

Stoke on Trent service utilising proposed junction at Handsacre						
Service Type	Serving the following suggested stations					
Classic compatible service - London to Manchester	London Euston	Birmingham Interchange	Stoke-on-Trent	Macclesfield	Stockport	Manchester Piccadilly

**Table 3.3: Suggested classic compatible service through Stoke-on-Trent services utilising existing and proposed HS2 infrastructure**

### **Greater use of classic compatible rail services**

We believe that Staffordshire's prosperity is better served through maintaining and maximising our existing regular and reliable rail services currently operating on the West Coast Main Line. While recognising that Government sees HS2 as a project of national importance, and notwithstanding our objection in principle to the proposals, we believe that should HS2 become operational Staffordshire should seek to maximise opportunities for classic compatible services using a combination of the existing West Coast Main Line and the proposed HS2 infrastructure. We believe the network of classic compatible services serving Staffordshire could operate as outlined in Tables 3.2 and 3.3 in addition to the proposed Liverpool Lime Street classic compatible service as outlined in Table 3.1.

With one of the principal objectives of HS2 providing increased capacity on the classic rail network, we believe that Staffordshire's intermodal connectivity to the rest of the UK should be improved. Drawing on the types of rail service currently operating on High Speed 1 (HS1), we believe that there is the potential for a network of classic compatible services that could operate from stations such as Stafford and Stoke-on-Trent; while rail stations in Lichfield and Tamworth could utilise released capacity for improved rail services to both Manchester and London.

## QUESTION FOUR

***Do you agree with the Government's proposed route between West Midlands and Leeds? This includes the proposed alignment, the location of tunnels, ventilation shafts, cuttings, viaducts and depots as well as how the high speed line will connect to the East Coast Main Line?***

Disagree for the same reasons as outlined in response to question one.

Whilst recognising and welcoming that the proposed route is actually only in Staffordshire for a very short distance and therefore has a limited impact on Staffordshire's communities and environment, it does run alongside the county boundary and has potential impacts on the local landscape, a loss in amenity and more significantly the local economy.

We are concerned that the major changes to the M42/A5 junction will have an economic impact on Centurion Park during construction. The extensive highway remodelling works to accommodate the proposed route will have a negative impact on the efficiency of the network, resulting in delays. Such delay is expected to last for some time during construction. The economic impact locally appears to be exacerbated through the loss of the service area and other employment venues. Environmentally, the realignment may also affect the Kettle Brook Biodiversity Alert Site (BAS) and Local Nature Reserve, declared by Tamworth Borough Council. This is not acknowledged in the Sustainability Statement.

## QUESTION FIVE

***Do you agree or disagree with the Government's proposals for:***

***c. A Leeds station at Leeds New Lane?***

Notwithstanding our response to question one, we agree to the Government's proposals for a station at Leeds New Lane. If, as suggested, high speed rail is about linking cities together and bridging the north south divide, then a station in Leeds is a key part of the proposed network.

Drawing on our response to question three, a proposed station at Leeds New Lane has the potential to provide Staffordshire's residents and businesses with improved access to Leeds by making use of the proposed Birmingham Interchange Station. However, it is expected that the timetabling of future high speed rail services will reduce interchange waiting times.

***d. A South Yorkshire station to be located at Sheffield Meadowhall?***

Notwithstanding our response to question one, we agree to the Government's proposals for a station at Sheffield Meadowhall. If, as suggested, high speed rail is about linking cities together and bridging the north south divide, then a station in Sheffield Meadowhall is a key part of the proposed network.

Drawing on our response to question three, a proposed station at Sheffield Meadowhall has the potential to provide Staffordshire's residents and businesses with improved rail access to Sheffield by making use of the proposed Birmingham Interchange Station. However, it is expected that the timetabling of future high speed rail services will reduce interchange waiting times. We also expect clear and well planned inter-modal connectivity packages to be developed to allow a continuation of journeys into Sheffield and beyond.

***e. An East Midlands station to be located at Toton?***

Notwithstanding our response to question one, we agree to the Government's proposals for a station at Toton subject to the content of question three being incorporated into the scheme. Providing a network of classic compatible rail services provides Staffordshire's residents and businesses with the ability to access Derby and Nottingham with improved rail services. As outlined above, to access the eastern leg of HS2, Staffordshire's residents and businesses will have to change trains at Birmingham Interchange. It is expected that the timetabling of future high speed rail services will reduce interchange waiting times.

In addition to the proposed classic compatible services as outlined in question three, HS2 Ltd should explore opportunities for improved intermodal services, particularly from east Staffordshire to Derby, Toton and Nottingham. Together with the opportunity for improved intermodal connectivity to the aforementioned cities, we would support the need for improved infrastructure to connect to the proposed HS2 station, particularly the development of the A50 given the potential increased demand on this road from the HS2 development and other known potential developments along this corridor.

## QUESTION SIX

### ***Do you think that there should be any additional stations on the eastern leg between the West Midlands and Leeds?***

If the decision to proceed with HS2 is made, then it would appear logical to link up the UK's major airports into the proposed high speed rail network. Staffordshire supports the development of regional airports as a method of attracting inward investment. We believe where there is potential for connecting HS2 to regional airports, it could present advantages in terms of increased air capacity and rebalancing national infrastructure investment across the region.

Despite our objection in principle to HS2, we believe an additional station in the vicinity of East Midlands Airport could be incorporated in the scheme. Through the development of classic compatible rail services, and change at Birmingham Interchange, a station in the vicinity of East Midlands Airport has the potential to provide improved rail access for Staffordshire's residents and businesses to this airport. It is expected that the timetabling of future high speed rail services will reduce waiting times at Birmingham Interchange to provide a viable alternative to the transport network currently available.

As illustrated in Figure 8.1, we believe there is potential to improve classic rail services along the north Staffordshire line between Crewe and Derby. Together with upgrades to existing infrastructure, intermodal connectivity improvements with effective timetabling to reduce interchange times are also required from Derby to East Midlands Airport and the suggested additional HS2 station.

Together with the above, an additional interchange station in the vicinity of East Midlands Airport could provide an opportunity for Staffordshire's residents and businesses with access to the proposed high speed passenger network.

If the Secretary of State is minded to incorporate an additional station in the vicinity of East Midlands Airport, we would expect HS2 Ltd and the Department for Transport to develop associated infrastructure to provide intermodal access to the station which could comprise:

- Improved bus services from east Staffordshire
- Road access improvements particularly along the A50
- Intermodal connectivity improvements from Derby to Toton and the suggested station at East Midlands Airport
- Improvements to the classic rail network (which includes effective timetabling) to enable rail journeys from Staffordshire to Long Eaton and East Midlands Parkway with improved connections from those stations to East Midlands Airport.

## QUESTION SEVEN

***Please let us know your comments on the Appraisal of Sustainability (as reported in the Sustainability Statement) of the Government's proposed Phase Two Route, including the alternatives to the proposed route as described.***

### **Employment and Housing**

HS2 will dissect many farms which has the potential to impact on our rural economy and these will need to be carefully mitigated. We believe there should be opportunities to capture the indirect economic benefits of HS2 during construction. The creation of links to Staffordshire's supply chain and workforce needs to result in the training and development of the local workforce.

There is also potential for wider economic benefits to be obtained in linking the operation and maintenance of a high speed line through the county. We expect detailed dialogue with the Department for Transport and HS2 Ltd so as to further understand how Staffordshire could benefit from wider economic benefits.

### **Property and Community Integrity**

HS2 has the potential to displace home-owners and tenants, and could see the loss of some community assets – particularly the loss of open countryside. HS2 dissects farmland and associated infrastructure that will have an impact on our rural economy. It is expected that this loss and impact will be detailed within the formal Environmental Statement (ES).

The impacts of HS2 on property and affected communities are likely to be significant, not just during operation but also through many years of construction. It is expected that the formal ES will detail these impacts and the ways in which it will be avoided or reduced.

Whilst the introduction of the Exceptional Hardship Scheme is welcomed, this appears to be doing very little for property owners who are blighted by the Phase Two route since its announcement. Experience of Phase One has shown the stress and strain imposed on individuals and small communities who are impacted by the proposals, and we expect the formal compensation scheme to become operational at the earliest opportunity.

### **Access**

The impact on Staffordshire's road network is likely to be felt most during construction, with delays caused by constructing road diversions and increased construction traffic on local roads. We expect HS2 Ltd, in developing its assessment of the impacts, to be in detailed dialogue with the local authorities so that these impacts are reduced and eliminated where possible.

To provide economic prosperity and create employment, it is important that Staffordshire's residents and businesses can utilise the highway network with little delay as a result of increased HS2 related traffic during construction.

Detailed discussion with the local authority in relation to public rights of way is welcomed but it is requested that HS2 Ltd discuss impacts on public rights of way with the local access forum. Experience to date indicates that HS2 Ltd is primarily concerned with perceived important routes rather than local ones. We

do not consider this an acceptable approach or methodology and request that all public rights of way are included in the desktop and field surveys.

### **Noise and Vibration**

We expect HS2 to fully engage with the affected local authorities on all noise and vibration issues and to provide appropriate technical information as the route design is developed.

HS2's approach to Phase Two appraisal is to follow on from the methodology developed for Phase One. The County Council and Lichfield District Council have the benefit of working as part of the Planning Forum Acoustics sub-group for Phase One and have had the opportunity to examine the noise methodology and associated matters such as the Code of Construction Practice. The outcome of the liaison process is an action tracker of issues raised and a register of candidate issues where local authorities have fundamental concerns about the noise appraisal methodology. We are concerned that the issues raised and logged with HS2 Ltd still remain outstanding and we seek assurances that these will be fully addressed and resolved before the noise appraisal work commences for Phase Two.

We seek to ensure that HS2 Ltd develops the highest level of mitigation to reduce the impact where increases in noise are identified in the appraisal process. It is vitally important that the whole community is included in the process and that all dwellings subjected to noise impact will benefit from mitigation measures and not just at locations where there are clusters of properties.

We also seek assurances that detailed baseline noise surveys are carried out and that the general level of 45 dB LAeq, 18 hr as given in the Sustainability Statement is not used in the appraisal process.

### **Air Quality**

We are extremely concerned with the increased levels of emissions and pollutants associated with construction activities, equipment and road traffic. Construction activities will generate dust and emissions from construction traffic which could have an impact on human and sensitive receptors as well as ecological receptors.

Whilst mechanisms to control these potential impacts would be set out in and rigorously applied through the Code of Construction Practice (CoCP), we expect the CoCP to have suitable control measures in place so as to monitor and review the effectiveness of those measures.

### **Health, Well-being and Equality**

There appears to be little detail provided on the negative health impacts along the Phase Two route in Staffordshire. It is expected that details of potential negative impacts relating to displacement of employment, noise and demolition of housing and loss of community amenity will be included in a future health impact assessment. It is expected that this will include the effects caused during construction.

The loss of community facilities can have an impact not only on those most deprived but on those that are house-bound, less mobile or older, particularly in rural areas.

There needs to be recognition of the emotional attachment that can be attached to a home, particularly if an individual has lived there a long time or it is near family and friends. The impact from severance from that home and the community should not be under-estimated. Moving away or being forced to leave your home can also lead to depression, not just stress and anxiety as stated, affecting the mental health of those being displaced. This negative impact on mental health will lead to increased health and social care costs. Any replacement housing should be of the same standard and offer the same or higher standard of living for those moving.

### **Landscape and Visual**

The Sustainability Statement refers to Natural England National Character Area Profiles and correctly identifies that these are being updated. Many of these are now available and it would be expected that these will be used to inform assessment and mitigation. Planning for Landscape Change – Supplementary Planning Guidance to the Staffordshire and Stoke-on-Trent Structure Plan, 1996-2011 is also under review. The Landscape and Visual Impact Assessment will be expected to refer to Planning for Landscape Change or its successor document when describing landscape character and incorporate current/emerging guidance.

### **Cultural Heritage**

One of the principal concerns within the HS2 Phase Two Appraisal of Sustainability lies within the Landscape, Townscape and Visual (LTV) technical report. The Built Heritage Technical Report correctly considers the broad aspect of the built heritage while the Archaeology technical report identifies Scheduled Monuments and Registered Battlefields clearly stating that undesignated below ground remains will not be considered at this stage. Throughout the Archaeology report and the Landscape, Townscape and Visual report there is no clear indication where the assessment of historic landscape character lies.

It is therefore advised that the historic landscape character (HLC) should be considered under both the Cultural Heritage report and the Landscape, Townscape and Visual technical report. The HLC project has identified the historic components of the landscape which informs an understanding of the processes that have affected the way the landscape looks today. Consequently, the HLC provides a context to the historic and archaeological data contained with the Historic Environment Record (HER), through an understanding of the process of landscape change. As part of the landscape assessment, the HLC provides, at the very least baseline evidence, for an understanding of historic development as well as the recognition of continuity and survival of extant historic fabric and how this contributes to current landscape character.

It is concerning that the LTV report identifies Swynnerton Park (HSM03: Marston to Swynnerton) as one area of woodland which borders the parkland but makes little mention of the parkland character itself. In a similar vein, the study does not consider the Grade I Registered landscape park at Shugborough which lies less than 1km to the south of the proposed route. This is a nationally

important landscape complete with a Grade I mansion house and a range of eighteenth century garden monuments and as such must be considered in such a preliminary landscape study. Again, the Built Heritage report does consider the Registered Park but there must be crossover between these disciplines.

### **Biodiversity and wildlife**

The Sustainability Summary lacks consideration of sites designated for county importance which are identified as being of fundamental importance for biodiversity conservation by the Natural Environment White Paper. There is no reference in the Statement to information obtained from local records centres, including Staffordshire Ecological Record that includes that information.

The loss of ancient semi natural woodlands should be avoided as removal of this precious asset cannot be mitigated against as the soils and species composition and maturity cannot be replaced. However, in developing mitigation proposals we would expect HS2 Ltd to incorporate the optimal balance of social and environmental cost.

The loss of ancient or veteran trees, which are acknowledged in the National Planning Policy Framework (NPPF) as being of “exceptional value for wildlife, in the landscape, or culturally” has not been included for assessment. Presence of these valuable trees needs to be recorded as part of the survey data collection.

It is expected, that as a major development, HS2 Ltd will carry out a Tree Survey which records the trees affected by development, in order to offer suitable mitigation planting options, or consider the potential off site mitigation planting that will be required.

We understand that HS2 Ltd is in dialogue with the Community Forest groups to see if suitable sites can be found for mitigation planting. Further information on this and the potential community benefits should be collated.

### **Water Resources and Flood Risk**

The introduction states that this report places emphasis on the key impacts only. Whilst this may be necessary at the early stages, there is no mention of surface water flooding or its mitigation throughout Appendix E5, not even in any ‘Exclusions and Assumptions’ paragraphs.

The Environment Agency estimated that two thirds of the flooding in summer 2007 was due to surface water flooding – more recent events since, in particular the flooding in 2012, followed a similar pattern.

In order to ensure that surface water is managed effectively, that existing surface water flooding issues are not exacerbated and that new surface water flooding issues are not created, the Council expects above surface sustainable drainage to be utilised. If sustainable drainage systems are to be utilised, we expect an acceptable maintenance regime and funding (to the operator of HS2) to be secured to ensure its long-term effectiveness.

We expect that HS2 Ltd will engage with Staffordshire County Council as Lead Local Flood Authority (LLFA) in the same way as it engages with the Environment Agency, and non-main rivers will be afforded the same consideration, both in terms of flooding and ecology, as main rivers.

As part of the detailed Flood Risk Assessment (FRA), it is expected that all sources of flood risk are included and considered rather than just the fluvial risks. Where local communities or authorities have highlighted known flooding issues along the route, or where the route crosses a watercourse (including ordinary watercourses), these should also be considered in the FRA, detailing whether there are any existing issues on the watercourse, and how the construction will affect this.

It is the Council's expectation, that as part of the detailed design stage, full hydrological and hydraulic models are created and shared, not only to include fluvial flooding, but also considering surface water, ground water, potential reservoir inundation and possible flooding from canals being breached.

It is essential that all bridges and other structures associated with HS2 Phase Two (including temporary works) crossing watercourses are subject to Flood Defence Consent from the Environment Agency (where crossing a main river) and Staffordshire County Council (where crossing an ordinary watercourse), so that the risk of exacerbating fluvial flooding is avoided.

The screening of viaduct crossings has been undertaken with reference to Flood Zone 2. Flood Zones only show flood risk in catchments greater than 3km<sup>2</sup>. Surface water flooding and fluvial flooding can also occur on catchments smaller than 3km<sup>2</sup>.

It is expected that in the next iteration, crossings are considered with reference to the 1 in 200 year shallow Flood Map for Surface Water layer, as well as Flood Zone 2.

### **Land Use Resources**

HS2 Phase Two will see the loss of high quality agricultural land that will dissect farms. That could leave some farmers with land that is no longer viable to farm with resultant impact on their business. This will need to be carefully considered by HS2 Ltd and we expect appropriate mitigation to be provided in order to retain suitable farm holdings. As well as farmland on the permanent way of the HS2 route, further farmland will be lost during construction, for example for worksites and the construction of embankments and other development.

Extensive earthmoving operations associated with the proposals are likely to result in risk of damage to soil quality and structure across the project area which will take years to remedy. It is expected that HS2 Ltd will incorporate mature landscaping features in order to provide the maximum opportunity of its intended purpose from the start.

### **Excavated Material and Waste Production**

The construction of HS2 will generate large volumes of excavated material. We understand that some could be used for suitable back fill and mitigation earthworks but we are concerned that the remaining material will be transported for disposal. The proposal will also have an impact on underlying mineral resources and generate demand for minerals, particularly aggregate minerals.

Details should be provided regarding the amount of waste requiring disposal off site so that options for disposal can be assessed. Whilst it is indicated that 16.7 million cubic metres of excavated material will result from constructing the

western leg of the railway, no indication is given as to how much material will be used within the construction scheme. In relation to this issue, there should be consideration of local planning policies 1.1, 1.2, 1.3, 1.4 and 1.5 of the Staffordshire and Stoke-on-Trent Joint Waste Local Plan.

Details indicate a requirement for 3.1 million tonnes of concrete on the western leg and 3.6 million tonnes of concrete on the eastern leg. This will generate extra requirements on the need for aggregates and in particular place demands on those quarries supplying plant that manufacture concrete and concrete products. In addition, in spite of the intention to re-use excavated materials, there may be sections of the proposed scheme where there is a need to supply fill material. Locations for borrow pits should be identified at the earliest opportunity. With regard to saved policies 51 and 52 of the Staffordshire and Stoke-on-Trent Minerals Local Plan 1994–2006 early discussion with the local planning authority is encouraged where there is a need for borrow pits/disposal.

Proposals to re-use and recycle materials are anticipated but it will be important to identify suitable sites along the project area where this type of waste treatment and stockpiling of materials can be acceptably undertaken. In relation to this issue, there should be consideration of local planning policies 3.3, 3.4, 4.1 and 4.2 of the Staffordshire and Stoke-on-Trent Joint Waste Local Plan.

No existing permitted quarries within Staffordshire will be affected but sections of the western leg will affect land with sand and gravel resources. In particular, there are river gravels around Kings Bromley; bedrock deposits around Hopton and Swynnerton; and glacial deposits at Madeley. The proposed route, therefore, would affect areas where there are potentially valuable sand and gravel resources.

It is expected that opportunities to use inert spoil to restore quarries should be investigated. Opportunities for disposal in Staffordshire quarries may arise in association with construction works for the eastern leg as well as the western leg.

With regard to policy 1.1 of the Waste Local Plan and saved policy 5 of the Minerals Local Plan, opportunities for the use of aggregate minerals excavated as part of the construction scheme should be exploited particularly where aggregate minerals can be processed to manufacture concrete.

With regard to policy 1.2 of the Waste Local Plan, opportunities should be undertaken to use alternative aggregates, e.g. recycled construction wastes from the construction area and those generated in the local area.

## QUESTION EIGHT

***Please let us know your comments on how the capacity that would be freed up on the existing rail network by the introduction of the proposed Phase Two route could be used***

It is very important to Staffordshire's residents and businesses that there is no reduction in the existing level of rail services; we believe these should be maintained and improved wherever possible. The Network Rail *Better Connections: Options for the integration of High Speed 2*<sup>3</sup> document already recognises that stakeholders do not wish to see existing services being diverted with extended journey times to the detriment of existing passengers, which is a view we share.

Staffordshire County Council has recently undertaken a rail survey questionnaire to inform its emerging Rail Strategy; of the 428 responses received, the key themes emerging from the comments received in relation to released capacity include:

- Improved local rail services with the West Midlands
- Increased direct rail services from a greater range of destinations to Stafford and Crewe – which will be served by a classic compatible service under the current proposals
- Improved services at evenings and weekends including higher frequencies and longer operating days
- Good interchange links to and from the proposed HS2 hub stations
- Improved rail links to airports including Birmingham, Manchester, East Midlands, Stansted, Luton and Gatwick

At the time of writing, the above data is emerging and will be analysed further to understand the long-term aspirations of Staffordshire's rail connectivity. However, we believe the above summary provides early thought which can be used to develop informed rail use planning.

As illustrated in figure 8.1 Staffordshire already has a network of classic compatible rail infrastructure. If HS2 is to become operational we believe any released capacity on the classic rail network should seek to provide improved rail links from the towns in which the classic rail station serves to regional airports and the proposed high speed network. This should be accompanied by well-planned intermodal connectivity schemes to facilitate efficient and reliable end to end journey's.

We are aware that Network Rail is currently engaged in a study looking at options for the integration of High Speed 2 with the existing network, and has held a number of stakeholder workshops to look at how the capacity released by HS2 could be used, for services on the West Coast Main Line, East Coast Main Line (ECML) and Midland Main Line (MML). A number of rail connectivity gaps have been highlighted to Network Rail which could improve Staffordshire's rail connectivity, and it is encouraging to note that a number of these have been included within the 'Better Connections' document. We believe the aforementioned document includes new direct services from Lichfield to the East Midlands, and improves the connectivity from Staffordshire to the East Midlands.

<sup>3</sup> Better Connections: Options for the integration of High Speed 2. Network Rail, July 2013

Faster services between Birmingham and Nottingham are also highlighted which could provide improved rail connectivity for Tamworth and Burton-on-Trent. Subject to journey times, this is something which is welcomed.

As outlined in response to question three, if the decision to proceed with HS2 is made we believe having the existing national rail network integrated with the proposed HS2 network is important. If HS2 becomes operational, it is important that all HS2 stations, whether served by a classic compatible or dedicated high speed services, are better connected wherever possible.

Working Draft

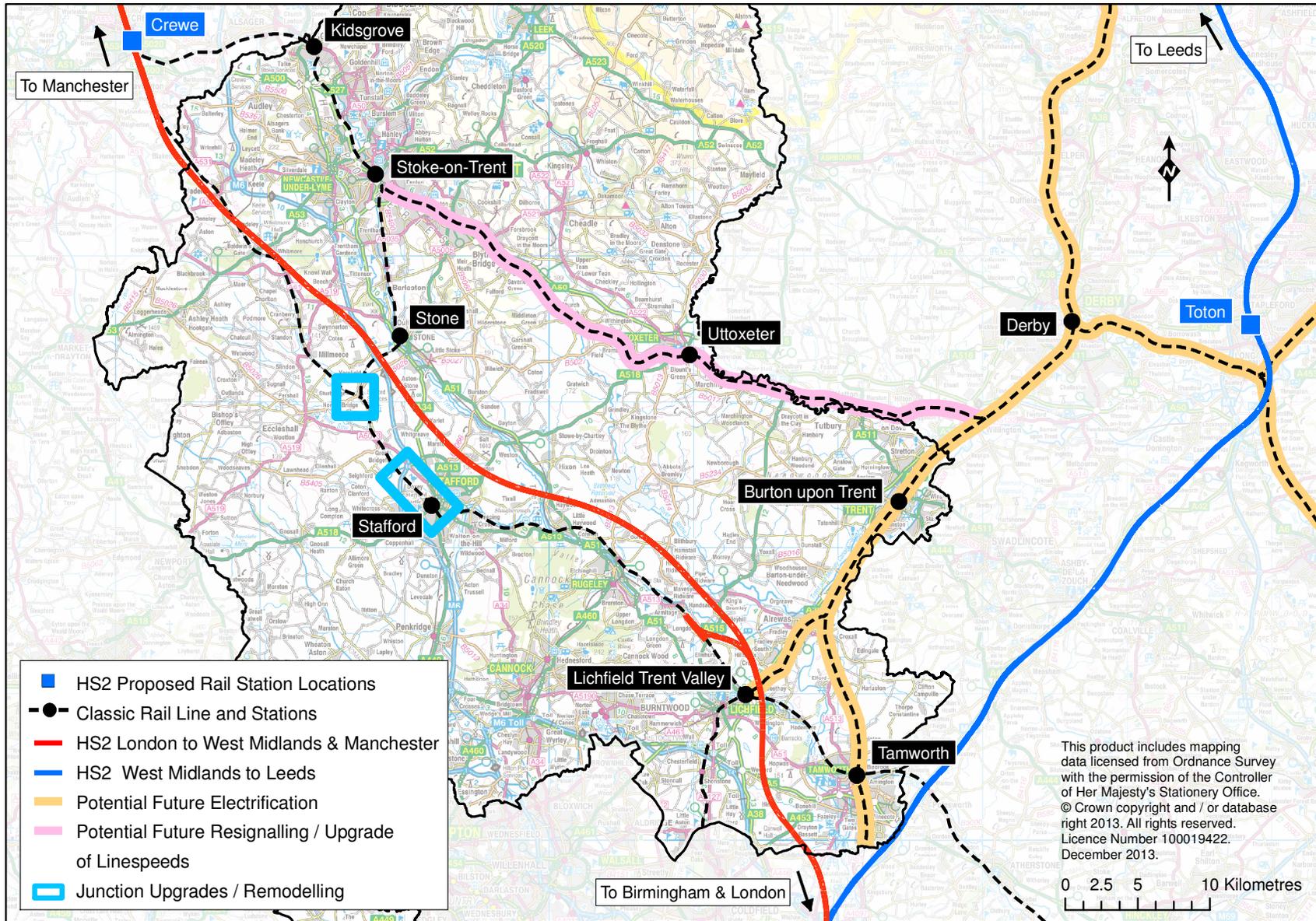


Figure 8.1: Suggested improvements to the classic rail network

## QUESTION NINE

### ***Please let us know your comments on the introduction of other utilities along the proposed Phase Two line of route***

Staffordshire's landscape is marked by a range of utility equipment both above and below ground. It would appear logical for Government to think about the inclusion of utility apparatus along the proposed Phase Two line of route to further reduce the impact of future utility equipment on our landscape.

We expect Government and the Department for Transport to consult with the relevant utility companies so as to develop an understanding of their long-term aspirations and planning. This joined up approach would ensure an opportunity is not missed and potentially reduce any further impacts on Staffordshire's landscape.

However, in supporting the proposal in principle to introduce other utilities along the proposed Phase Two line of route, we feel there is insufficient information at this stage to understand the wider impacts of what the introduction of utilities along the proposed route would mean. If the introduction of utilities results in a wider footprint of the proposed railway, and ultimately greater permanent land take, then we would need to understand what the alternative option is, i.e. a new network of overhead power lines and associated pylons compared to a 2m wide underground service trench as part of HS2.

With this in mind, we expect Government to provide further details of what utilities are expected to be incorporated along the proposed Phase Two line of route and consult on the options available.





**18 December 2013**

**Staffordshire Care Quality Strategy 2013-2016**

Quote from: Alan White, Cabinet Member for Care.

“The way we care for the elderly and more vulnerable members of our communities is undoubtedly a mark of a society which we would all want to be part of.

“National scandals on care have prompted much debate, but here in Staffordshire we have recognised the time for talk is over. We are less about standing still and more about moving forward with partners to deliver the support people need and deserve.

“Staffordshire County Council’s Quality Green Paper on the Revolution of Care set out ambitions to ensure residents and their families are at the heart of change and as a county we adopt a “zero tolerance” approach on poor standards.

“We have listened to what people have said and our Staffordshire Care Quality Strategy and partner-wide commitment responds to what people have told us and underpins our drive to improve the quality of life for residents of all ages in Staffordshire.”

### **Report Summary:**

1. This report seeks to set out how we aim to begin to establish a culture of ‘zero tolerance’ of poor quality and a tough, but fair approach to dealing with standards which fall short, as well as recognising the need to be able to identify excellent quality and reward it
2. We need to ensure people are always treated fairly and with dignity and ensure their voices and experiences are heard and that this is the main driver of quality improvement
3. Consideration of the finding of the Green Paper consultation carried out in 2012, recent changes in legislation and the Francis Report into failings at Stafford Hospital has culminated in the development of a ‘Staffordshire Care Quality Compact’ with CCG partners and a ‘Staffordshire County Council Care Quality Strategy’
4. We will improve the quality of care services in Staffordshire through the publication and implementation of the Staffordshire County Council Care Quality Strategy
5. The strategy also supports the realisation of the Staffordshire-wide Joint Health and Wellbeing Strategy ‘Living Well in Staffordshire’ and its innovative five year plan to focus more on integrated care in the community, prevention and early intervention

6. Staffordshire County Council's Care Quality Strategy sets out how the county council will deliver on the vision and respond to what people told us and ensure excellent quality care in Staffordshire
7. A detailed implementation plan will complement the strategy, setting out the changes we are making

**Recommendation(s)** I recommend that:

- a. That Cabinet considers the contents of this report and corresponding consultation outcome report produced by Engaging Communities Staffordshire (ESC)
- b. That Cabinet consider the contents of the draft Staffordshire Care Quality Compact and draft Staffordshire County Council Care Quality Strategy and endorses them for publication and implementation
- c. That Cabinet endorses the overall approach to improving care quality in Staffordshire and embedding a zero tolerance approach to poor quality

<b>Local Members Interest</b>	
N/A	
Alan White	Insert Electoral Division

**Cabinet – 18 December 2013**

**Draft Staffordshire Care Quality Compact and Draft Staffordshire County Council Care Quality Strategy 2013-2016**

**Recommendations of the Cabinet Member for Care**

- a. That Cabinet considers the contents of this report and corresponding Consultation outcome report produced by Engaging Communities Staffordshire (ESC)
- b. That Cabinet consider the contents of the draft Staffordshire Care Quality Compact and draft Staffordshire County Council Care Quality Strategy and endorses them for publication and implementation
- c. That Cabinet endorses the overall approach to improving care quality in Staffordshire and embedding a zero tolerance approach to poor quality.

**Report of the Deputy Chief Executive and Director for People**

**Reasons for Recommendations:**

1. The Green Paper was in development for many months. It responded to a number of drivers calling for the need for real action to improve care quality both in Staffordshire and more widely
2. The consultation process resulted in over 1,100 people sharing their views on the quality of care services in Staffordshire
3. There was overwhelming support for the development of an agreed set of quality standards
4. Being treated fairly and with dignity, the behaviour and attitude of staff and the knowledge and skills of staff were seen as essential components for delivering high quality care
5. Service users and the public were also keen to see poor quality driven out by having clear consequences and actions when this happens

6. Analysis of the findings by ECS from the consultation process highlighted a number of key recommendations:
  - a. There is a need to raise expectations of the quality of social care people in Staffordshire should expect
  - b. This 'standard' needs to be clearly communicated to Staffordshire residents
  - c. The proposed definition of quality is adopted along with all proposals put forward in the Green Paper to improve the quality of care
  - d. Development of an agreed set of quality standards for the sector
7. There have been a number of other developments in legislation and significant events both nationally and locally, which have put the spotlight on quality and make quality a priority for all partners. This has required us to refocus our thinking about our understanding of what quality is and how we improve it. All these factors have shaped our approach to the development and content of the Staffordshire Care Quality Compact and the draft Staffordshire County Council Care Quality Strategy.
8. Locally, the Francis Report on the Mid-Staffordshire NHS Foundation Trust Public Inquiry, building on two previous inquiries into events at the Trust, was published in February 2013. This report, which uncovered a lack of basic care quality, has been a fundamental factor in shaping our approach. The latest report considers why these serious problems were not identified and acted on sooner, and what should be done to prevent them happening again. The report calls for a fundamental change in culture, whereby patients are put first. It makes 290 recommendations covering a broad range of issues relating to patient care and safety in the NHS. Some of the universal issues that stand out are:
  - a. The service user must be at the heart of everything we do
  - b. Our systems must allow us to take early action where there are concerns about service quality
  - c. Information about providers must be shared across the system (including with Overview & Scrutiny Committees and Healthwatch), especially information about complaints and that the process of making complaints is clear and understood.
9. The Vision, Principles and Values set out in the Health and Wellbeing Strategy have also directly shaped the development of the Care Quality Compact. This is designed to ensure that in achieving excellent quality in care we support our overall vision of achieving improved health and wellbeing for all people in Staffordshire.

10. The Compact's Vision is founded on the proposed definition of quality consulted on as part of the Green Paper:

“Staffordshire will be a place where care services are: rated highly by the people that use them, meet peoples needs fully, promotes choice and control and provide services which focus on listening to the people that use them, making their views central to driving quality improvement.”

All partner organisations are being asked adopt the Principles of Quality for the Compact:

- Actively work together to ensure quality improvements are delivered and information and intelligence is joined up and acted on
- Base quality improvement initiatives on the features agreed by all partners as constituting high quality
- Ensure that the views of people receiving care and support and their family/carers are always heard and drive better quality in services, embedding the principle “nothing about me, without me”
- Ensure that the quality of all care and support services is transparent to everyone
- Actively challenge poor quality and make it easy for others to do so, both internally and externally to the organisation.

11. The County Council's Care Quality Strategy sets out how we will meet our commitment under the Compact, respond to what people told us and realise specific proposals in the Green Paper that respondents overwhelmingly endorsed.

12. The Strategy sets out the drivers for development, what people told us as part of the Green Paper consultation, proposals for implementation and a proposed set of quality standards that will form our 'Care Quality Charter'. The comprehensive implementation plan sets out how we will deliver on these proposals.

13. The aim of both the Compact and the Strategy is to ensure the people of Staffordshire always drive quality improvements, always receive excellent quality services, and, if standards do fall short, we tell them about this and they know we will always take action to put it right and keep people safe.

**List of Background Documents:**

- a. The Green Paper for a 'A revolution in Care Quality'
- b. Quality Green Paper – Engaging Communities Staffordshire Final consultation report
- c. Draft Staffordshire Care Quality Compact
- d. Draft Staffordshire Care Quality Strategy

**Report Commissioner:** Shirley Way

**Job Title:** CareMatch Manager

**Telephone No:** 01785 355824

**Email:** [shirley.way@staffordshire.gov.uk](mailto:shirley.way@staffordshire.gov.uk)

**Summary of Community Impact Assessment (including a Health Impact Assessment if applicable) for Draft Staffordshire Care Quality Compact and Draft Staffordshire County Council Care Quality Strategy 2013-2016**

	<b>Impact Assessment</b>	
	<b>+ve/neutral/ -ve</b>	<b>Further information [Degree of impact and signpost to where implications reflected within the report/main Assessment]</b>
<b>Assessment next to Outcomes and impact areas</b>		
Prosperity, knowledge, skills, aspirations	positive	The Compact and strategy seeks to ensure that people who use care services have increased knowledge to improve choice and control when choosing care services and that their aspirations are raised about the quality of care they should expect from services – with specific measures set out in the strategy implementation plan pertaining to greater information and intelligence about the quality of care services locally and improved mechanisms for people to report concerns or quality issues. Please see full CIA, draft Compact, Strategy and Implementation plan
Living safely	positive	The Compact and strategy seeks to ensure that people who use care services are able to live more safely through the provision of their care service– with specific measures set out in the strategy implementation plan how we will work with care service providers to improve the quality and safety of services locally. Please see full CIA, draft Compact, Strategy and Implementation plan

Supporting vulnerable people	positive	The Compact and strategy demonstrates that Commissioners of Health and social care services across Staffordshire are serious about improving the quality of care; to ensure people experience excellent quality services and outcomes. The provision of excellent services to the most vulnerable people in Staffordshire sits at the heart of our ability to safeguard our citizens and this priority is clearly reflected in both documents including measures relating to better information sharing and support for vulnerable people. Please see full CIA, draft Compact, Strategy and Implementation plan
Supporting healthier living	positive	The Compact and strategy seeks to ensure that people who use care services have increased knowledge to improve choice and control when choosing care services and that their aspirations are raised about the quality of care they should expect from services – with specific measures set out in the strategy implementation plan pertaining better information to make choices for example. Please see full CIA, draft Compact, Strategy and Implementation plan
Highways and transport networks	neutral	N/A
Learning, education and culture	positive	The Compact and strategy seeks to ensure that people who use care services have increased knowledge to improve choice and control when choosing care services and that their aspirations are raised about the quality of care they should expect from services – with specific measures set out in the strategy implementation plan pertaining to 'up skilling' the care workforce, increasing apprenticeships and uptake of sector specific qualifications and financial support to access training and development opportunities. Please see full CIA, draft Compact, Strategy and Implementation plan

Children and young people	neutral	
Citizens & decision making/improved community involvement	positive	<p>The Compact and the strategy have been developed following a large-scale public consultation of over 1,100 people across Staffordshire. The results of the engagement activity have informed our understanding or wider local need amongst people that use care services and the wider community. The full results of the consultation are set out in the final consultation report produced by Engaging Communities Staffordshire with the key finding of the consultation set out in section 1 of the full CIA. The results of the consultation have fundamentally shaped the development of the Compact and strategy and specific actions we will implement. We will continue to consult on the activity we are undertaking to ensure continued involvement of people that use care services and the wider community.</p> <p>Please see full CIA, draft Compact, Strategy and Implementation plan</p>
Physical environment including climate change	neutral	N/A
Maximisation of use of community property portfolio	neutral	N/A
Impact on rural areas		N/A
<b>Equalities impact</b>		
Age	positive	<p>The Compact and Strategy aims to ensure that any barriers to accessing care services in Staffordshire are removed and to promote excellent services for all that use care services regardless of their age, Please see 'Equalities considerations' section of the full CIA</p>
Disability	positive	<p>The Compact and Strategy aims to ensure that any barriers to accessing care services in Staffordshire are removed and to promote excellent services for all that use care services regardless of their disability, Please see 'Equalities considerations' section of the full CIA</p>

Ethnicity	positive	The Compact and Strategy aims to ensure that any barriers to accessing care services in Staffordshire are removed and to promote excellent services for all that use care services regardless of their ethnicity. Please see 'Equalities considerations' section of the full CIA
Gender	positive	The Compact and Strategy aims to ensure that any barriers to accessing care services in Staffordshire are removed and to promote excellent services for all that use care services regardless of their gender. Please see 'Equalities considerations' section of the full CIA
Religion/Belief	positive	The Compact and Strategy aims to ensure that any barriers to accessing care services in Staffordshire are removed and to promote excellent services for all that use care services regardless of their religion or beliefs Please see 'Equalities considerations' section of the full CIA
Sexuality	positive	The Compact and Strategy aims to ensure that any barriers to accessing care services in Staffordshire are removed and to promote excellent services for all that use care services regardless of their sexual orientation. Please see 'Equalities considerations' section of the full CIA
	<b>Impact/implications</b>	
<b>Resource and Value for money</b>	The proposals are deliverable within the resources already allocated within the MTFs. Improvements in the quality of care delivered across the care system are expected to have a net beneficial impact to the public purse, due to a consequential reduction in emergency hospital admissions. These benefits are already taken into account in wider plans for system redesign.	
<b>Risks identified and mitigation offered</b>	N/A	
<b>Legal imperative to change/implications (including the Social Value Act 2012)</b>	N/A	







**(Insert other organisational logos)**

**STAFFORDSHIRE CARE QUALITY COMPACT**

***Setting out our collective commitment for ensuring excellent quality care services for the people of Staffordshire***

DRAFT

**September 2013 v.10**

## **THE STAFFORDSHIRE CARE QUALITY COMPACT**

### ***'Setting out our collective commitment for ensuring excellent quality care services for the people of Staffordshire'***

The County Council, the five NHS Clinical Commissioning Groups and the Commissioning Support Unit have agreed it is important that a Care Quality Compact be developed in partnership that sets out our collective commitment to improving the quality of care in Staffordshire. It sets out our shared vision and aspirations for improving quality of care for all and states our commitment to a set of overarching principles to achieve excellent quality.

The compact supports the realisation of the **Staffordshire-wide Joint Health and Wellbeing Strategy 'Living Well in Staffordshire'** and its vision to ensure; *Staffordshire will be a place where improved health and wellbeing is experienced by all. It will be a good place to live. People will be healthy, safe and prosperous and will have the opportunity to grow up, raise a family and grow old, as part of strong, safe and supportive communities.*

#### Vision:

***'Staffordshire will be a place where care services are: rated highly by the people that use them, meet peoples needs fully, promote choice and control, and provide services which focus on listening to the people that use them, making their views central to driving quality improvement.'***

#### Principles

All partner organisations adopt 5 Principles of Quality for the compact:

- ***Actively work together to ensure quality improvements are delivered and information and intelligence is joined up and acted on***
- ***Base quality improvement initiatives on the features agreed by all partners as constituting high quality***
- ***Ensure that the views of people receiving care and support and their family/carers are always heard and drive better quality in services, embedding the principle "nothing about me, without me"***
- ***Ensure that the quality of all care and support services is transparent to everyone***
- ***Actively challenge poor quality and make it easy for others to do so, both internally and externally to the organisation***

## Background to development of the Compact

We develop this compact to support the realisation of the Staffordshire Health and Wellbeing Board's **Joint Health and Wellbeing Strategy for Staffordshire – 'Living Well in Staffordshire'**. The Health and Wellbeing Board brings together the main public service organisations that have responsibility for improving the health and wellbeing of people who live in Staffordshire, including representatives from Staffordshire County Council, District Councils, Staffordshire Police, NHS Clinical Commissioning Groups, and Engaging Communities Staffordshire.

It is therefore crucial that the Vision, Principles and Values set out in the Health and Wellbeing Strategy have directly shaped the development of our Care Quality Compact to ensure that in achieving excellent quality in care we are supporting our overall vision of achieving improved health and wellbeing for all people in Staffordshire.

'Living Well in Staffordshire' set out the following:

### **Vision**

*Staffordshire will be a place where improved health and wellbeing is experienced by all. It will be a good place to live. People will be healthy, safe and prosperous and will have the opportunity to grow up, raise a family and grow old, as part of strong, safe and supportive communities.*

### **The principle**

*Working together to lead transformational change - "Through leadership, influence, pooling of our collective resources and joint working where it matters most, we will make a real difference to the lives of Staffordshire's people."*

### **Values**

- *Living safe and well in my own home*
- *Living my life my way, with help when I need it*
- *Treating me as an individual with fairness and respect*
- *Making best use of taxpayers' money*

Under the compact, organisations will work together to ensure people are healthy and safe, receive excellent services when they need them, and are treated as individuals with fairness and respect, whilst ensuring we make the best use of taxpayers money.

However, it is not just the Joint Health and Wellbeing Strategy that has created a need to develop this compact. There have been a number of other developments in legislation and significant events both nationally and locally which have put the spotlight on quality and make quality a priority for all partners. This has required us to refocus our thinking about our understanding of what quality is and how we improve it. All these factors have shaped our approach to how we work together to improve the quality of care together

## **The Report of the Mid-Staffordshire NHS Foundation Trust Public Inquiry**

The report of the Mid-Staffordshire NHS Foundation Trust Public Inquiry, published in February 2013, follows on from two previous inquiries into events at the Trust, which uncovered a lack of basic care quality. The latest report considers why these serious problems were not identified and acted on sooner, and what should be done to prevent them happening again. Its findings are highly critical of the Trust's Board at the time, highlighting "an insidious negative culture involving a tolerance of poor standards and a disengagement from managerial and leadership responsibilities". However, the report ultimately concludes that responsibility is not confined to the Trust, but runs right through the health service, local authority, commissioners and regulators of care. The report calls for a "fundamental change" in culture, whereby patients are put first. It makes 290 recommendations covering a broad range of issues relating to patient care and safety in the NHS.

Universal issues that stand out are:

- The service user must be at the heart of everything we do and this should be built into our contracts with third parties, with explicit quality standards
- Our systems must allow us to take early action where there are concerns about service quality without having to wait for investigations to reach a firm view
- Information about providers must be shared across the system (including with Overview & Scrutiny Committees and Healthwatch), especially information about complaints and that the process of making complaints is clear and understood
- We need to do more than just rely on providers' self-declarations of quality
- It is vital that we actively involve service users in quality arrangements
- We should ensure that all Directors of providers are 'fit and proper persons' for that role
- Commissioners should have the ultimate responsibility for deciding what services should be provided and for ensuring alternative provision is available
- The need for commissioners to undertake ongoing monitoring of performance for every contract, intervening in individual complaints where these are not being resolved effectively or where services are substandard
- Performance management should be based on service quality, with clear escalation routes
- Workforce development should have increased focus on practical delivery of compassionate care

## **Transforming care: a national response to Winterbourne View Hospital**

This was commissioned by the Department of Health in England. The report is a response to a BBC Panorama television documentary that aired in May 2011 and raised alarm over the care of patients at a private hospital in Bristol. The

documentary showed people with challenging behaviour being bullied and physically and emotionally abused by staff at the Winterbourne View Hospital.

The report into the events at Winterbourne View Hospital states that “staff routinely mistreated and abused patients” and that “management allowed a culture of abuse to flourish”.

According to the report:

- concerns raised by a whistleblower went unheeded
- patients' reports of abuse were ignored
- warning signs were not picked up by the relevant authorities

Some of the missed warning signs cited by the report included:

- there was a high number of recorded physical interventions
- there was a high rate of admission of patients to Accident & Emergency services with no follow-up investigations to assess why this was the case
- the Serious Case Review found evidence of a general poor level of healthcare with many patients being affected by conditions that are often preventable with good quality care, such as constipation and dental problems
- there was evidence suggesting an inappropriate prescribing of anti-psychotic drugs

### **The Health and Social Care Act 2012**

The Health and Social Care Act brings in the most wide-ranging reforms of the NHS since it was founded in 1948. On 1 April 2013 the main changes set out in the Act came into force, and most parts of the NHS will be affected in some way (Kings Fund 2013). The changes focus predominantly on five key areas: clinical commissioning groups, public health, health and wellbeing boards, economic regulation and providers.

The act also sets out a duty under the Secretary of State to improve quality with a view to securing continuous improvement in service delivery and outcomes achieved for individuals.

There must also be regard to the quality standards prepared by NICE under section 234 of the Act.

### **NICE Social Care Quality Standards**

NICE social care quality standards are concise sets of statements designed to drive priority quality improvements within a particular area of care. They are central to supporting the Government's vision for an integrated health and social care system focussed on delivering the best possible outcomes for people who deliver and receive social care services.

### **The enquiry carried out by the Equality and Human Rights Commission (EHRC) into 'Older People and Human Rights in Homecare**

The inquiry was launched in November 2010 to inquire into the extent to which the human rights of older people who require or receive home-based care and support, however funded, are promoted and protected by public authorities, working singly or with others, and the adequacy of the legal and regulatory framework within which they are required and empowered to do so.

The inquiry found that although many older people receive care at home which respects and enhances their human rights, this is by no means a universal experience. It uncovered areas of real concern in the treatment of some older people and significant shortcomings in the way that care is commissioned by local authorities

### **Adult Protection referrals in Staffordshire**

There has been an ongoing increase in Adult Protection referrals in Staffordshire. In 2012/13, 3962 referrals were received regarding 3055 unique people. This is an increase of 20% on the previous financial year. 73% of those referrals met the threshold for investigation.

64% of those referrals were about people over the age of 65 years. The most commonly reported form of abuse in Staffordshire is physical abuse. This form of abuse has reduced (in percentage terms) over the last two years. Neglect is the second most commonly reported form of abuse and for the second year running has increased. Understanding Neglect is of particular relevance to this compact due to the undeniable links between care quality, service safety and the protection of the most vulnerable people receiving care and support.

We know from our data over the last two years, those working in a professional capacity (36%) with vulnerable adults are more likely to be named as alleged perpetrators of abuse than family and partners (24%). 19% of those named as alleged abusers are other vulnerable adults which is also an issue that links to service quality and safety. This information should be of concern to both providers and commissioners alike.

A recent report produced by The Observatory suggests (using The UK Study of Abuse and Neglect of Older People) that we are only aware of 37% of abuse where that occurs in people's own homes. That does not include care homes or hospital settings.

The report also projects forward to 2021/22 and says we may receive up to 9,500 adult protection referrals by the end of that financial year.

All of this information contributes to the rationale for working together to improve the quality of care that people receive now and that we may receive in the future.

### **Staffordshire County Council's '*Green Paper for a Revolution in Care Quality*'**

In 2012 Staffordshire County Council published the '*Green Paper for a Revolution in Care Quality*'. The paper set out a vision for a revolution in care quality to build on the previous strategy and demonstrate our commitment to strive for continuous improvement. Above all, the Green Paper aimed to establish a culture of 'zero tolerance' of poor quality. Over 1000 people across Staffordshire responded to the consultation.

The Green Paper consultation helped us to begin to better understand how we can continue to improve quality. It asked those taking part to give their views on a number of areas including:

- Defining what quality means
- How we should reward excellent quality and tackle poor quality
- Whether a set of clear quality standards should be developed so everyone is clear on the level of quality they should expect and be clear what they can do if they are not happy and
- A number of specific proposals put forward to drive a step change in care quality

Analysis of the findings from the consultation highlighted the following key recommendations:

- There is a need to raise expectations of the quality of social care. This 'standard' needs to be clearly communicated to Staffordshire residents.
- The proposed definition of quality is adopted along with all proposals put forward in the Green Paper to improve the quality of care.
- Four key areas were highlighted as specifically needing improvement:
  - *Listen to people who services* — this should be regular, systematic and used to inform commissioning and decision making. There is a need to review current mechanisms for service users to give feedback
  - Improvements in the *Health and Social Care Workforce* — this included staffing levels, training, professionalism and ensuring that wherever possible caring staff remain consistent
  - *Personalisation* — service users must be at the centre of their care plan and feel they have control over the support they receive
  - *Better information* — about what services and support are available and how people can access them

Some dimensions of quality that can be considered important to what we are trying to achieve are:

- Being effective
- Being efficient
- Providing equity
- Being accessible and responsive to individuals needs
- Being outcome focused
- Being safe and providing protection from abuse including ensuring dignity
- Providing real choice
- Providing value for money

Overall (86%), respondents to the Green paper consultation were supportive of the definition of quality which was put forward:

*'A quality service is one which people who use it rate highly, meets peoples needs fully and promotes choice and control; one which focuses on listening to the people that use it, and makes their views central to driving quality improvement.'*

The Compact has embedded this definition of quality and has adopted it as its vision.

### **Partner commitment to the Compact**

All Commissioning partners will be required to implement measures determined at a national and local level to address the issue of quality specific to their own organisation. Organisations will also make their own individual responses to the Francis report and develop action plans to address the reports recommendations.

For the Compact to be implemented effectively, all partners need to be fully committed to it's vision and principles and reference them in the development of their local strategies and implementation plans. Commissioning partners should be clear about their definition of "excellent services" and how they will assure the quality of those services to ensure excellence is being delivered.

### **Section 6 – Implementation, Monitoring and Governance**

Implementation of the Compact will be through the existing Care Quality Strategy Working Group. This group brings together representatives from the County Council and all of the CCGs in Staffordshire. The group will report progress on a regular basis, through the Cross Economy Quality Governance Committee, linking closely to the existing operational arrangements of the Quality & Information Sharing Forum and also to the Quality Surveillance Group, which is chaired by the Staffordshire & Shropshire Area Team of NHS England. Through these routes, reporting will be undertaken to the Health & Wellbeing Board, which will thereby undertake a monitoring and governance role.



Staffordshire  
County Council

**STAFFORDSHIRE CARE QUALITY  
STRATEGY 2013 – 2016**

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## 1. Introduction

Staffordshire County Council is responsible for commissioning a considerable number services from the care marketplace each year.

We currently spend around £93 Million every year on care services in the local economy for Staffordshire people:

- Residential and Nursing Homes - £53 million
- Home care Services - £24 million
- 'Other' services e.g. day opportunities - £10 million
- Direct Payments - £6 million

As these figures demonstrate, not only is it a priority to improve the quality of services to ensure people experience excellent quality but also to ensure Staffordshire is receiving good value for money.

Public concern regarding the quality of health and social care services is high as a result of a number of recent enquiries and media reports. Cases have highlighted examples of poor care and abuses, causing widespread concern about the quality of care people are receiving both locally and nationally.

The Staffordshire Care Quality Compact demonstrates that Commissioners of Health and social care services across Staffordshire are serious about improving the quality of care; to ensure people experience excellent quality services and outcomes. The provision of excellent services to the most vulnerable people in Staffordshire sits at the heart of our ability to safeguard our citizens.

The Compact provides the background and context in which we develop this strategy and along with Staffordshire's Health and Wellbeing Strategy 'Living well in Staffordshire', which should be read in conjunction with the strategy. The Compact sets out legislative changes, the outcomes of a number of recent enquiries and the Green paper consultation, all of which bring about an urgent need for health and social care partners across Staffordshire to work together to improve the quality of care. It also sets out the vision and principles under which the Compact will operate, ensuring the development of partners' individual strategies and implementation plans demonstrate how organisations will take responsibility for improving quality and how we will work together to achieve excellent quality.

Along with the need to deliver our commitment under the Compact, as part of the Care and Support Bill, the Government proposes, for the first time, a duty on the local authorities towards care markets. The Bill states:

*"1) A local authority must promote the efficient and effective operation in its area of a market in services for meeting care and support needs with a view to ensuring that any person wishing to access services in the market:*  
*(a) has a variety of providers to choose from;*

*(b) has a variety of high quality services to choose from;*  
*(c) has sufficient information to make an informed decision about how to meet the needs in question.*

*(2) In exercising that duty, a local authority must have regard to the following matters in particular—*

*(a) the need to ensure that the authority has, and makes available, information about the providers of services for meeting care and support needs and the types of services they provide;*

*(b) the need to ensure that it is aware of current and likely future demand for such services and to consider how providers might meet that demand;*

*(c) the importance of ensuring the sustainability of the market (in circumstances where it is operating effectively as well as in circumstances where it is not);*

*(d) the importance of fostering continuous improvement in the quality of such services and the efficiency and effectiveness with which such services are provided and of encouraging innovation in their provision.”*

As part of this new duty, an initial piece of work we must undertake in the creation of a market position statement (MPS). We need to have developed and published this by no later than April 2014. Our MPS must have 5 key characteristics:

- Present a picture of demand and supply now, what that might look like in the future and needs to demonstrate how strategic commissioners and Marketplace/WF development leads will support and intervene in the local and regional market in order to deliver this vision.
- A **brief**, analytical document that clearly sets out our vision and aspirations and demonstrates on a more practical level the direction we are taking, why we are taking that direction and what our evidence base is for this.
- Support our analysis of the local marketplace by bringing together material from a range of sources such as our JSNA, surveys and customer intelligence, contract monitoring, market reviews, workforce development activity and statistics etc into a single document which presents the data that the market needs to know and use if providers are to develop effective business plans.
- Cover all potential and actual users of services in the local area, not just those that we fund
- **Be the start, not the end point**, of a process of market facilitation and development - a document to be published, reviewed and updated regularly.

This new duty on local authorities further demonstrates the need for us to ensure excellent quality care services and further highlights the need for us to implement the proposals set out in the green paper consultation.

This Strategy sets out how the County Council will deliver on the vision and principles of the Compact, respond to the results of the Green paper consultation in full and meet this new duty. A detailed implementation plan will

form part of the strategy which will set out the action we are undertaking to implement proposals in the green paper and beyond.

This is not the first strategy Staffordshire has developed to improve the quality of care services. In 2010 Staffordshire published and implemented “*A Quality Strategy for Care and Support Services – Developing a quality assurance framework to achieve excellent outcomes for service users living in Staffordshire*”.

A number of successful measures were implemented as a result of the strategy, these have included:

- The development of a quality monitoring team, who carry out an ongoing, continuous programme of onsite quality monitoring visits to commissioners services
- The implementation of Service Provider Feedback Forms – to allow us to gather intelligence about the quality of services, act on concerns raised and to recognise any emerging trends or themes
- The establishment of a User and Carer Quality Forum
- Strengthening the links between workforce development and quality and investing in opportunities to up-skill the social care workforce.

This Strategy builds on the solid foundations laid by our previous strategy, the quality improvements that have been delivered since it was implemented and the work we have continued to undertake to drive up the quality of care services across Staffordshire.

## **2. What did people tell us about care quality?**

The Green paper consultation resulted in over 1,100 people sharing their views on the quality of care services in Staffordshire. The results are representative of the communities of Staffordshire and provide a clear indication of the views across the county. Engaging Communities Staffordshire (ECS) were commissioned to independently undertake the consultation, analyse the findings and produce a report detailing the results of the consultation and a set of recommendations. Their report should be read in conjunction with this Strategy.

As set out in the Staffordshire Care Quality Compact the key recommendations arising from the consultation were:

- There is a need to raise expectations of the quality of social care. This ‘standard’ needs to be clearly communicated to Staffordshire residents.
- The proposed definition of quality is adopted along with all proposals put forward in the Green Paper to improve the quality of care.
- Four key areas were highlighted as specifically needing improvement:
  - *Listen to people who services* — this should be regular, systematic and used to inform commissioning and decision

making. There is a need to review current mechanisms for service users to give feedback

- Improvements in the *Health and Social Care Workforce* — this included staffing levels, training, professionalism and ensuring that wherever possible caring staff remain consistent
- *Personalisation* — service users must be at the centre of their care plan and feel they have control over the support they receive
- *Better information* — about what services and support are available and how people can access them

The specific proposals detailed in the Green paper and how we plan to deliver on these will be set out in the implementation plan that forms part of this strategy. It is important that we explicitly set out how we will deliver on these as respondents strongly agreed all proposals should be realised.

- Work with the independent sector towards an accepted transparent working wage for those working in the care sector.
- Work with the care sector across the county towards the 'professionalisation' of caring as a career choice to drive up care quality.
- CareMatch – make the extensive programme of free professional development training support available for Personal Assistants county wide.
- Develop a Care Ambassador education programme to raise awareness of Dignity in Care with cross sector organisations such as schools, colleges, banks, shops, etc, across the county.
- Broaden our Activity Co-ordinator Group model to other adult care services.
- Further investment in our apprenticeship scheme as a key way to recruit more young people into the sector. Find out more at [www.staffordshireapprentices.org.uk](http://www.staffordshireapprentices.org.uk)
- Commissioning decisions to be informed by insight and clearly reflect the needs of Staffordshire people.
- Develop an agreed set of quality standards for commissioning decisions and activity at all levels across the county council, with partners and Clinical Commissioning Groups, which provide a robust care quality charter for Staffordshire.
- Develop ways to reward quality. This means rewarding excellent quality, financial or otherwise, and banishing poor quality for good.
- Develop systems so we can assess the quality of a service based on people's experiences and insight into those services. Move away from 'care by the clock' towards measuring quality of experience.

- More transparent information sharing with the wider community. We will introduce a public declaration of the organisations that the county council has suspended contracts with. This will allow us to exercise our duty of care to keep the vulnerable people of Staffordshire safe and will give people more information to inform their choices when purchasing care directly. It will also act as a red light for service providers to react quickly to concerns raised to make Improvements.
- Regularly publish breakdown of compliments, complaints and feedback received about the services we commission and the action we have taken to resolve issues.
- Consistently and regularly make clear the quality standards people should expect when they access services and make sure those standards are measurable.
- We will then report on how well we, and our commissioned services, are meeting quality standards through a 'Quality Charter'.
- Use insight from people who use our services to inform our approach by developing a detailed understanding of the wider community needs, so that we offer appropriate services in the right ways, to the right people, in the right places and at the right time.
- Enhance social worker review processes to make sure quality and safety are a key part of the process so that people feel supported to feedback any concerns to our Joint Commissioning Unit and to the Multi-Agency Safeguarding Hub, ensuring that people's experiences are captured and used to shape services in all sectors.
- Make sure service providers are required to include details of the county council's complaints services as part of their complaints procedure. This will be reviewed as a key part of contract monitoring.
- Expand our 'User and Carer Quality Forum' and service performance feedback system so members of the public can use it to report quality issues in confidence. We will then act accordingly on behalf of individuals to tackle quality concerns.
- Introduce a countywide digital forum for people to raise issues, concerns and compliments. This feedback would inform our commissioning strategies.
- Invest in more dedicated quality monitoring officers to undertake more front-line quality monitoring, address issues and action plan to improve quality.
- Increase the number and type of on-site quality review visits so it covers other types of care services.

- Make safeguarding training mandatory across the sector by building it into all our contracts for services for vulnerable adults, including unregulated services.
- Research the training needs of providers that we commission services from. Commit money to commission training to fill training gaps which in turn will drive up quality standards and increase professional development.

A number of other themes emerged from the consultation that need to be considered in the development of our strategy, highlighting further challenges that we must respond to:

- A perceived lack of consistency in the quality of health and social care services
- People's perception of the quality of services they have experienced and their expectations of what an excellent quality service looks like
- Access to services and understanding the process of how to get there
- The relationship between commissioners and the marketplace
- Lack of information to make informed decisions about what services to choose.
- The ways people are able to give their views and how this is effectively fed into driving up service quality
- The gap between the perceptions of the quality of care services by people who have no experience of them, compared to current or past users of services
- The significantly different perceptions of the quality of service provision across users, commissioners and providers
- The gap between the perception that the quality of the 'process' to access services is poorer than that of the actual quality of the service at the end
- The considerable gap between providers, users and commissioners regarding perception on how easy it is for people to give their views.
- Perceived lengthy waiting times, both in terms of assessment and access to service and equipment
- The perceived lack of community Dental Health services in relation to concerns there is little community support to help people maintain dental hygiene?
- The 'decision making processes' and the perceived 'slow access' to support services to help meet peoples needs e.g. equipment, reassessment etc.
- Poor promotion of 'informal' support for people e.g. volunteers, community groups and charities for example.
- Our interaction and engagement with providers and a need to make this more transparent, effective and purposeful.
- A need to ensure commissioners effectively feed people's views into the commissioning of services and ensure there are mechanisms in place to gain these views.
- A need to ensure there are ways people can give feedback confidentially - whilst at the same time being assured this is not because they fear that giving feedback openly will have a negative effect on the service they receive?

In developing the strategy's implementation plan, we must consider the further activity required to respond to the above. In doing this, it is crucial to identify the partners we need to engage with to make the improvements needed.

### 3. What have we already done?

Since we undertook the consultation we haven't just waited for the development of the Staffordshire Care Quality Compact or this strategy to start to make improvements; we have already been working hard to deliver on the proposals:

- We will make the extensive programme of free professional development training support available for Personal Assistants County wide. – ***We have already begun to do this by starting to provide free training and development opportunities to Personal assistant within Staffordshire. We will continue to develop this.***
- Develop systems so we can assess the quality of a service based on people's experiences and insight into those services. Move away from 'care by the clock' towards measuring quality of experience. – ***We have already started to do this and have recently undertaken a large-scale quality survey of people within Staffordshire that receive care in their own home. The survey looks to establish what people's perceptions of a 'good quality' service are and how this compares to their experiences of the quality of the service they currently receive. The results of this survey are currently being collated and will help us to understand the gap between people's perception of a good quality service compared to their experience of services and how we need to closer the gap and will from the basis of a review of how we monitor the quality of home care services.***
- Invest in more dedicated quality monitoring officers to undertake more front-line quality monitoring, address issues and action plan to improve quality. – ***since we undertook the consultation in summer 2012 we have increased our quality monitoring capacity and now have a dedicated Quality Monitoring manger in post who is responsibly for ensuring the delivery and further development of quality monitoring activity, including increased 'on-site' monitoring visits as well as undertaking visits as needed. We have also started to increase the number of Quality monitoring officers in post to enable us to increase our monitoring capacity.***
- Increase the number and type of on site quality review visits so it covers other types of care services - ***We have already started to do this and have now started to undertake on-site monitoring visits to extracare support services and within building based Day Opportunities. We will continue to consider how we develop this going forward.***
- Make safeguarding training mandatory across the sector by building it into all our contracts for services for vulnerable adults, including unregulated services – ***we have already started to do this and the requirement is built into every new contract that we let, where that provider delivers***

**services to vulnerable people. We also specify the quality of training provided and all independent providers are able to access the County Councils Safeguarding training free of charge.**

- Research the training needs of providers that we commission services from. Commit money to commission training to fill training gaps which in turn will drive up quality standards and increase professional development.  
– **we have continued to do this since the consultation took place and further to undertaking a training needs analysis of commissioned domiciliary care providers, we committed money by commissioning and funding this training and providers were able to access this free of charge. Training was commissioned based on what people told us were gaps in their skills and knowledge and what would support them to provide a better service.**
- We have also implemented regular monthly multi-agency Quality and Safeguarding information sharing meeting. These meeting have been in place for sometime, but have now been expanded to include all relevant partners and stakeholders e.g. CCG, SSOTP and the regulator CQC for example. The purpose of there meetings is to share intelligence and data relating to quality and safeguarding concerns about commissioned services and to ensure the appropriate action is taken by the right organisation in a timely way and this is shared with all relevant partners.

#### **4. What do we mean by excellent quality?**

Overall (86%), respondents to the Green paper consultation were supportive of the definition of quality which was put forward:

*'A quality service is one which people who use it rate highly, meets peoples needs fully and promotes choice and control; one which focuses on listening to the people that use it, and makes their views central to driving quality improvement.'*

The Staffordshire Care Quality Compact has embedded this definition of quality and has adopted it as its Vision; committing us to working to ensure:

*'Staffordshire will be a place where care services are rated highly by the people that use them, meet peoples needs fully, promotes choice and control and provides services which focus on listening to the people that use them, and makes their views central to driving quality improvement.'*

And the Principles we are dedicated to delivering as part of the Compact through the development of our own strategy and implementation plan mean we must:

- *Actively work together to ensure quality improvements are delivered and information and intelligence is joined up and always acted on including identifying common commissioning intentions*
- *Ensure quality improvement initiatives are based on the features generally agreed by all partners as constituting high quality*
- *Ensure that the views of people receiving care and support and their family/carers are always heard and drive better quality in services embedding the principle “nothing for me without me”*
- *Ensure that the quality of all care and support services is transparent to all*
- *Actively challenge poor quality and make it easy for others to do so both internally and externally to the organisation,*

## **Causes of Quality**

To begin to embed these principles in everything we do, we need to consider the ‘causes of quality’: the fundamental factors that influence whether quality care is delivered. These causes include:

- the workforce delivering care,
- leadership and management of that workforce and
- the practices, systems and structures in place to support the delivery of care

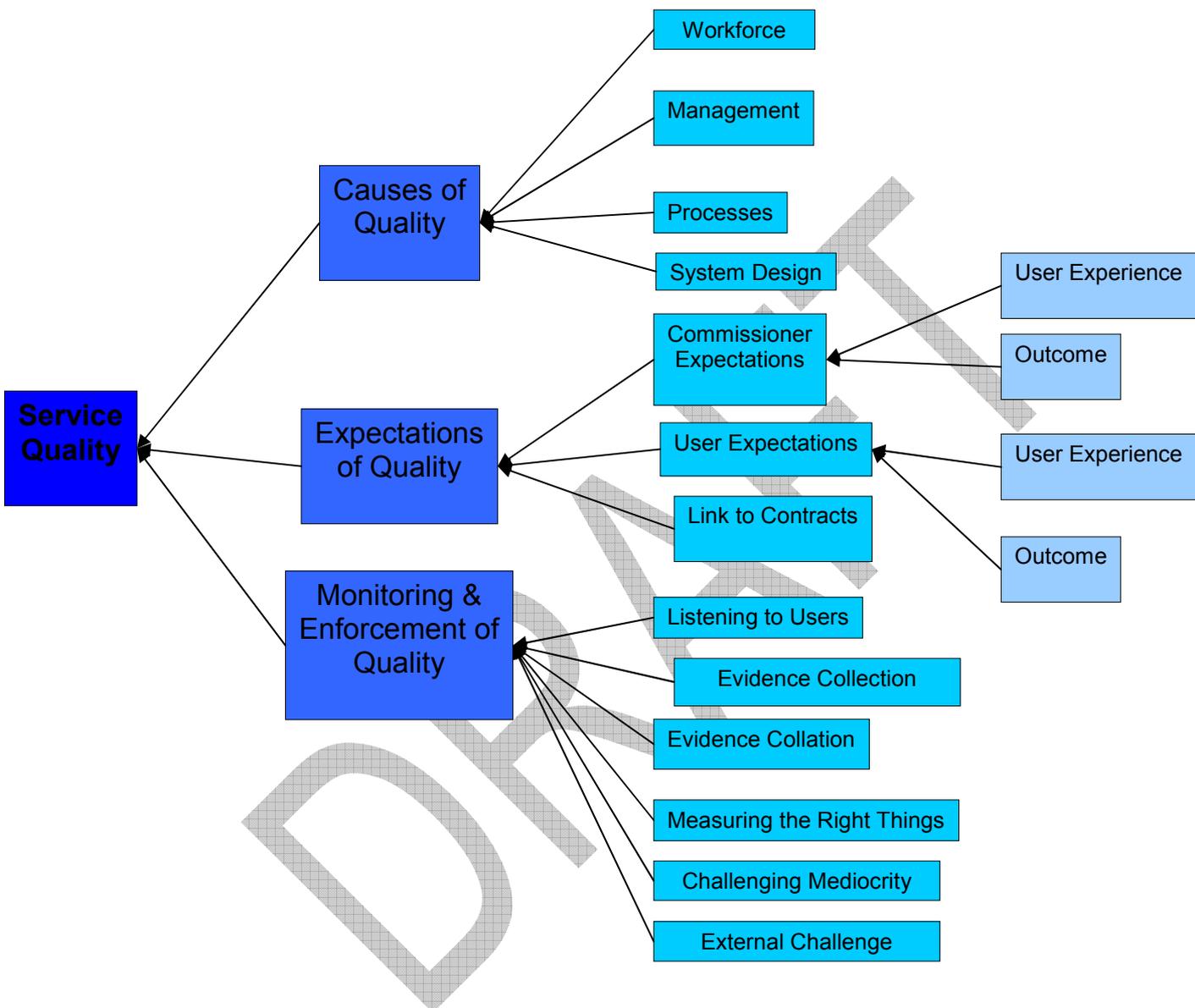
## **Expectations of quality**

Expectations of what good quality looks like are a fundamental driver for improving care quality. We therefore need to understand the current expectations of different groups (users, carers, commissioners, providers, etc) and then ensure these are both realistic and aspirational. It is crucial that these expectations are driven by better understanding both the outcomes achieved by services and people’s experiences of them. As Commissioners, we have a clear responsibility to be explicit with providers about our expectation of quality in service delivery, for example through linking this to our contractual arrangements.

Being clear on the ‘Causes of Quality’, and that ‘Expectations of Quality’ must drive everything we do, is only the start. In addition we must ‘Monitor and Enforce care quality’ in Staffordshire. This task has a number of aspects, including:

- Listening to users and carers,
- collecting the evidence we need, ensuring we measure the right things,
- collating evidence effectively,
- act on evidence where required, challenging mediocrity and poor quality,
- Ensuring there is external challenge to what we, our partners and providers do, so all are fully accountable for the quality delivered.
- Set out clearly the responsibilities of commissioners, regulators, providers, and service users
- Be clear about the full range of services covered.

The below diagram sets out, in broad terms, what we believe to be the key elements that lead to quality, including the essential components needed to drive up care quality and achieve excellent outcomes for people that use services



This Strategy and implementation plan sets out how we are tackling the improvements needed in the context of the above configuration:

- Our fundamental concern is ‘Service Quality’;
- we know we can only get better at this by working to make changes in the ‘causes’ of quality;
- by meeting, and in some cases raising people expectations of quality;
- consider how we can best enforce quality and;
- deliver proposals specific to workforce, leadership and system design etc;
- Ultimately leading to excellent experiences and the delivery of better outcomes for all.

What people told us as part of the consultation gave us a clear understanding of what people think constitutes excellent quality. If we consider these findings along with an analysis of the intelligence we have gathered through our quality monitoring of services, we can be confident in 'what we mean by excellence' and be clear what an excellent service does. An excellent service is one that:

1. Listens to those who use the it and makes improvements as a result
2. Develops care and support plans that have been written with the person and improves their outcomes
3. Maximises the independence, choice and control of those using it
4. Has a zero tolerance to abuse (incl. neglect) of those in receipt of care
5. Has a well developed, meaningful, age and need appropriate activity programme to deliver holistic care and improve well-being
6. Assesses and manages risk to ensure the safety of those using the service
7. Ensures a clean, suitable and safe environment in which the service is delivered
8. Makes changes as a result of accidents and / or incidents to keep people safe and dignified
9. Values their staff and pays them fairly
10. Provides strong leadership and effective staff support and supervision
11. Provides a personalised approach to the learning and development (including induction) programme for it's staff
12. Promotes it's complaint procedure, makes changes as a result of complaints and actively reduces it's number of complaints each year
13. Has up-to-date, well-publicised policies and procedures that are applied consistently and reviewed annually or in light of legislative changes
14. Understands when an Adult Protection referral is required and does so without delay
15. Has effective internal quality assurance processes that identifies when changes need to be made

## 5. Staffordshire's Care Quality Charter (Service Quality Standards)

As detailed in section 2 of this strategy, one of the main proposals set out in the Green paper was to *'develop an agreed set of quality standards for commissioning decisions and activity at all levels across the county council, with partners and Clinical Commissioning Groups, which provide a robust care quality charter (set of Standards) for Staffordshire'*.

The 15 'excellence' statements we have set out in this strategy will be our 'Care Quality Charter' (our set of quality standards). This is because they reflect:

- what people told us excellent quality looks like to them,
- what we know the causes of quality to be, and
- what we know to be the most prevalent quality issues is care quality though our monitoring of care services.

All Commissioners and Providers of services across Staffordshire will be asked to formally 'sign up' to the Charter and fully commit to its ethos and delivery. Organisations will be asked to actively promote it with others and work hard to address any standards in quality that fall short. We want to do this to ensure that people in Staffordshire know the quality of care they should always expect regardless of who commissioned the service and the type of service they receive.

In respect of the County Council, we will ensure we embed the Charter fully and make sure people that use services know about the Charter, and know who to talk to if the service they receive falls short of these standards. We will do this by:

- Internally within the organisation; embedding the Charter within the commissioning cycle and in the development of other strategies and quality initiatives
- With other commissioners and through integrated commissioning
- With providers through contracts and quality monitoring for example

### Staffordshire Care Quality Charter:

1. Always listen to those who use the service and makes improvements as a result
2. Develop care and support plans that have been written with the person and improves their outcomes (where applicable)
3. Always Maximises the independence, choice and control of those using the service
4. Has a zero tolerance to abuse (incl. neglect) of those in receipt of the service
5. Has a well developed, meaningful, age and need appropriate activity programme to deliver holistic care and improve well-being (where applicable)
6. Assesses and manages risk to ensure the safety of those using the service
7. Ensures a clean, suitable and safe environment in which the service is delivered
8. Makes changes as a result of accidents and / or incidents to keep people safe and dignified
9. Values the workforce and pays them fairly
10. strong leadership and effective staff support and supervision
11. Provides a personalised approach to the learning and development programme for it's workforce
12. Promotes it's complaint procedure, makes changes as a result of complaints and actively reduces the number of complaints each year
13. Has up-to-date, well-publicised policies and procedures that are applied consistently and reviewed regularly
14. Understands when an Adult Protection referral is required and does so without delay
15. Effective internal quality assurance processes that identify when changes and improvements need to be made

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## Implementation plan – Staffordshire County Council Care Quality Strategy

**Purpose:** To create a robust plan, ensuring delivery of required quality improvement initiatives as outlined in the strategy and to deliver on our commitment of the Staffordshire Quality Compact.

- Requirements:**
1. Completion of the plan, detailing actions required, timelines for implementation, resources required, potential barriers to success and communication methods.
  2. Dissemination of the plan to those with responsibilities for delivery of initiatives contained within the plan
  3. Regular, ongoing monitoring and review of the plan, working closely with those responsible for delivery and other key partners and stakeholders.
  4. Review the plan on a monthly basis

**Goal:** Deliver all improvement initiatives contained within the plan. Ensuring this is achieved within required timelines and identified resources.

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IP ref	Improvement initiatives <i>What Will Be Done?</i>	Activity required <i>What do we need to do to get there?</i>	Resources <i>Resources Available and resources Needed e.g. financial, human, political &amp; other</i>	Indicators of successful delivery/key Milestone <i>How will we know we've achieved what we need to?</i>	Lead Responsibility for delivery <i>Who Will Do It?</i>	Potential Barriers <i>What individuals or entities might resist? How do we address this resistance?</i>	Timeline <i>By When?</i>
<b>IMPROVEMENT INITIATIVES RELATING TO WORKFORCE DEVELOPMENT</b>							
1	Work with care providers towards achieving a transparent fair wage for the care workforce.				Amy Jones, Head of Care Market Development		<b>Ongoing/ September 2016</b>
2	Work with the care				Amy Jones,		<b>Ongoing/</b>

	sector and other partners and stakeholders across the county towards achieving the 'professionalisation' of the care workforce and promoting caring as a real career choice.				<i>Head of Care Market Development</i>		<b>September 2016</b>
3	Continue to examine and analyse the training needs of the care workforce and commit resources to commission training to fill training gaps and development needs; along with identifying other quality improvement initiatives considered necessary to develop a better quality care workforce				<i>Amy Jones, Head of Care Market Development</i>		<b>Ongoing/ September 2016</b>
4	Make safeguarding training mandatory across the sector by building it into all our contracts for services for vulnerable people, including unregulated				<i>Amy Jones, Head of Care Market Development/ Sarah Hollinshead-Bland, County</i>		<b>In line with the review of current contracts - September 2015</b>

	services.				<i>Commissioner Safeguarding</i>		
5	Expand and increase the amount of free and subsidised professional development training opportunities available for Personal Assistants and informal carers county wide.				<i>Amy Jones, Head of Care Market Development, Shirley Way – Commissioning Manager - Care Market Development</i>		<b>Ongoing/ September 2016</b>
6	Develop a Care Ambassador education programme to raise awareness of Dignity in Care with cross sector organisations such as schools, colleges, banks, shops, etc, across the county.				<i>Shirley Way – Commissioning Manager - Care Market Development</i>		<b>March 2014</b>
7	Broaden our Care home Activity Co-ordinator Group model to encompass other types of care services				<i>Penny Lawlor and Margaret Nicholls – Service Development Advisors</i>		<b>March 2014</b>
8	Further invest resources in, and promote our apprenticeship				<i>Shirley Way – Commissioning Manager - Care Market</i>		<b>Ongoing/ September 2016</b>

	<p>scheme as a key way to recruit more young and unemployed people into the sector. Find out more at <a href="http://www.staf12fordshireapprentices.org.uk">www.staf12fordshireapprentices.org.uk</a></p>				<i>Development</i>	
<b>IMPROVEMENT INITIATIVES RELATING TO USING INSIGHT BETTER AND BETTER INFORMATION SHARING</b>						
9	<p>Embed the insight from people who use care services to inform our approach by developing a detailed understanding of wider community needs, so that we offer appropriate services in the right ways, to the right people, in the right places and at the right time to ensure:</p> <ul style="list-style-type: none"> <li>Commissioning decisions are always informed by insight from what people have told us and that services commissioned clearly reflect the</li> </ul>				<p><i>Amy Jones, Head of Care Market Development in conjunction with Service Commissioning leads, CCGs and Engaging Communities Staffordshire (ECS)(lead officers TBC)</i></p>	<p><b>Ongoing/ September 2016</b></p>

	needs of Staffordshire people.						
10	<p>Develop more transparent information sharing with the wider community by;</p> <ul style="list-style-type: none"> <li>introducing a public declaration of the providers that the county council has suspended contracts with; allowing us to exercise our duty of care to keep the vulnerable people of Staffordshire safe and will give people more information to inform their choices when purchasing care directly.</li> <li>Regularly publish breakdown of compliments, complaints and</li> </ul>				<p><i>Amy Jones, Head of Care Market Development in conjunction with other senior managers and commissioners and CCGs (lead officers TBC)</i></p>		<p><b>September 2014</b></p>

	<p>feedback received about the services we commission and the action we have taken to resolve issues.</p> <ul style="list-style-type: none"> <li>Expand our 'User and Carer' Quality Forum' and Introduce a countywide digital forum for people to raise issues, concerns and compliments about services</li> <li>Expand the use of Service performance feedback system (Service Performance Feedback Forms) so anyone can use it to report quality issues in confidence.</li> </ul>						
11	<p>Enhance social worker review processes to make sure quality and safety are a key part of the process so that</p>				<p><i>Amy Jones, Head of Care Market Development in conjunction</i></p>		<p><b>September 2014</b></p>

	people feel supported to feedback any concerns, ensuring that people's experiences are captured and used to shape services in all sectors.				<i>with senior managers within the SSOTP(lead officers TBC</i>		
12	Make sure service providers include details of the county council's complaints services as part of their complaints procedure. This will be reviewed as a key part of contract monitoring.				<i>Laura Johnston, Quality Assurance Manager</i>		<b>September 2014</b>
<b>IMPROVEMENT INITIATIVES RELATING TO QUALITY STANDARDS</b>							
13	Embed an agreed set of quality standards for commissioning activity at all levels across the county council, with partners and Clinical Commissioning Groups, to create a robust care quality charter for Staffordshire; so commissioned services are clear on				<i>Amy Jones, Head of Care Market Development in conjunction with Service Commissioning leads and CCG Quality leads (lead officers TBC</i>		<b>April 2014</b>

	our expectations of quality and the standards they must meet.					
14	Consistently and regularly make clear the quality standards people should expect when they access services and make sure those standards are measurable.				<i>Amy Jones, Head of Care Market Development in conjunction with Service Commissioning leads and CCG Quality leads (lead officers TBC)</i>	<b>April 2014/ ongoing</b>
5	Develop and implement ways to reward excellent quality and banish poor quality in commissioned services through the embedding of clear quality standards and performance measures for delivery.				<i>Amy Jones, Head of Care Market Development in conjunction with Service Commissioning leads and CCG Quality leads (lead officers TBC)</i>	<b>April 2014/ ongoing</b>
16	Improve how we report on how well we, and our commissioned services, are meeting quality standards through the 'Quality				<i>Amy Jones, Head of Care Market Development in conjunction with Service</i>	<b>April 2014/ Ongoing</b>

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	Charter'				Commissioning leads and CCG Quality leads		
<b>IMPROVEMENT INITIATIVES RELATING TO DEVELOPING BETTER QUALITY MONITORING</b>							
17	Develop further our quality monitoring mechanisms so we can assess the quality of a service based on people's experiences and insight of care services.				Amy Jones, Head of Care Market Development in conjunction with Laura Johnston, Quality Assurance Manager		Ongoing/ September 2016
18	Increase the number and type of on site quality review visits so it covers other types of care services.				Laura Johnston, Quality Assurance Manager		Ongoing/ September 2016
19	Invest in more dedicated quality monitoring officers to undertake more front-line quality monitoring, address issues and action plan to improve quality.				Amy Jones, Head of Care Market Development		Ongoing/ September 2016
<p><b><i>The above initiatives encompass fully the proposals set out in the Green paper and what activity we are undertaking to ensure we deliver on these. However, as highlighted in the strategy, further quality issues were identified by people as part of the green paper consultation. Therefore, we need to consider activity required to address the issues people told us about. The below proposals endeavor to respond to these issues and set out the quality improvement initiatives we plan to implement.</i></b></p>							

<b>IMPROVEMENT INITIATIVES RELATING TO PERCEPTIONS OF QUALITY</b>							
20	Better understand the perceived lack of consistency in the quality of health and social care services experiences by people and develop workstreams to address this				Amy Jones, Head of Care Market Development		
21	<p>Better understand peoples' perception of the quality of services they experience and their expectations of what an excellent quality service looks, tackling:</p> <ul style="list-style-type: none"> <li>• The gap between the perceptions of the quality of care services by people who have no experience of them, compared to current or past users of services</li> <li>• The significantly different perceptions of the</li> </ul>				Amy Jones, Head of Care Market Development in conjunction with service commissioners and providers (lead officers TBC)		

	quality of service provision across users, commissioners and providers						
22	<p>Better understand the perceived gap between the perception that the quality of the 'process' to access services is poorer than that of the actual quality of the service at the end and improve this. Considering</p> <ul style="list-style-type: none"> <li>• The 'decision making processes' and the perceived 'slow access' to support services to help meet peoples needs e.g. equipment, reassessment etc.</li> <li>• Perceived lengthy waiting times, both in terms of assessment and access to service</li> </ul>				<p><i>Amy Jones, Head of Care Market Development in conjunction with service commissioners , CCGs and SSOTP(lead officers TBC)</i></p>		

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	and equipment					
<b>IMPROVEMENT INITIATIVES RELATING TO OUR RELATIONSHIP WITH THE MARKETPLACE AS COMMISSIONERS</b>						
23	Improve the relationship between commissioners of services and the marketplace				Amy Jones, Head of Care Market Development in conjunction with service commissioners , CCGs	
24	Improve our interaction and engagement with providers in the marketplace and make this more transparent, effective and purposeful.				Amy Jones, Head of Care Market Development in conjunction with service commissioners , CCGs (lead officers TBC))	
<b>IMPROVEMENT INITIATIVES RELATING TO BETTER ACCESS TO SERVICES AND INFORMATION</b>						
25	Improve peoples understanding of how to access services and the process of how to get there.				Amy Jones, Head of Care Market Development in conjunction with service commissioners , CCGs and SSOTP(lead officers TBC))	
26	Improve the amount of information made				Amy Jones, Head of Care	

	available to help people make informed decisions about what services to choose.				<i>Market Development in conjunction with service commissioners , CCGs and SSOTP(lead officers TBC))</i>		
28	Improve the promotion of 'informal' support for people e.g. volunteers, community groups and charities for example.				<i>Amy Jones, Head of Care Market Development in conjunction with service commissioners , CCGs and SSOTP(lead officers TBC))</i>		
<b>IMPROVEMENT INITIATIVES RELATING TO INCREASED INSIGHT AND USING THIS EFFECTIVELY</b>							
29	<p>Improve the ways people are able to give their views and be able to show how this is effectively fed into driving up service quality including:</p> <ul style="list-style-type: none"> <li>• A need to ensure there are ways people can give feedback confidentially -</li> </ul>				<i>Amy Jones, Head of Care Market Development in conjunction with service commissioners , CCGs, SSOTP and engaging Communities Staffordshire (ECS) (lead</i>		

	<p>Whilst at the same time being assured this is not because they fear that giving feedback openly will have a negative effect on the service they receive.</p> <ul style="list-style-type: none"> <li>• A need to ensure commissioners effectively feed peoples views into the commissioning of services and ensure there are mechanisms in place to gain these views</li> <li>• Closing the considerable gap between providers, users and commissioners regarding perception on how easy it is for people to give their views.</li> </ul>				<p>officers TBC))</p>		
<p>30</p>	<p>Explore the perceived lack of community Dental Health services</p>				<p>Amy Jones, Head of Care Market</p>		

	in relation to concerns there is little community support to help people maintain dental hygiene.				<i>Development in conjunction with service commissioners , CCGs and SSOTP (lead officers TBC))</i>		
31	Explore the outcome of the Homecare user research project undertaken and establish what measures need to be implemented to act on what people told us.				<i>Amy Jones, Head of Care Market Development in conjunction with service commissioners , CCGs and SSOTP (lead officers TBC))</i>		
32	Explore fully the outcome of the homecare referral pathway project undertaken and establish what measures need to be implemented to act on what people told us.						

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**Evidence Of Success** (*How will we know that we are making progress? What are our benchmarks?*)

**Evaluation Process** (*How will we determine that our goal has been reached? What are our measures?*)

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# GREEN PAPER FOR A REVOLUTION IN CARE QUALITY





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## Green Paper for a Revolution in Care Quality



### Foreword by County Councillor Matthew Ellis Cabinet Member for Adults Wellbeing

This Green Paper will drive step change improvement to the quality of care services in Staffordshire. It will bring a new focus on not just quality, but also the experience for individuals receiving services. It is about forging a powerful link between service quality and the level of financial reward to service providers.

Above all, this Green Paper will establish a culture of 'zero tolerance' of poor quality services and a tough but fair approach to dealing with failure or standards which fall short.

Those who use our services are often the most vulnerable and least likely to raise concerns. That's why providers must become arbiters of high quality services in the future.

'A Revolution in Care Quality' seeks the views of patients and anyone using care services, their families and carers, professionals, voluntary sector bodies and providers of services. Critical to our aspirations is being able to clearly understand what quality means to people and how we can use their experiences to improve quality.

The challenges in these difficult financial times are undeniable but passive acceptance of poor quality care is unacceptable. Expecting more in the current climate brings its own challenges for providers of services. We need to understand how we can help raise standards together while stabilising some difficult aspects of service delivery and underpinning greater sustainability overall.

This Green Paper opens a debate about what quality actually means to people that use services and sets out our emerging thinking on how we want to improve quality. It seeks to begin to build consensus on what we are doing in Staffordshire and how we need to ensure we bring about 'A Revolution in Care Quality'.

The overarching vision will be embedded into our planning, commissioning and delivery of services which will provide support to improve people’s choice and independence. Understanding what common themes make up good services and what is important to individuals will help us to eradicate existing and emerging poor quality.

I am confident and determined that the questions raised, and proposals made, in this Green Paper will raise quality standards, improve the status and conditions for care workers and build a fairer merit-based environment for service providers, which is more sustainable.

We need to do this in a transparent and coherent way based on firm evidence and sound foundations. This Green Paper is the beginning of a journey and I ask you to join us on that journey by responding to the important questions and proposals contained within it.

Thank you.

County Councillor Matthew Ellis  
Cabinet Member for Adults Wellbeing

# Executive Summary

This Green Paper sets out our future vision for a revolution in care quality to benefit the people of Staffordshire.

It explores the key issues of embedding a culture of quality and sets out the positive developments that we believe need to be in place to make sure quality is checked at every step.

We have based our revolution in quality on five themes that we believe will help us to provide a robust framework for quality. They are: Leadership and Planning; Commissioning based on evidence; Measurable Standards; Feedback and Insight and Review and Monitoring.

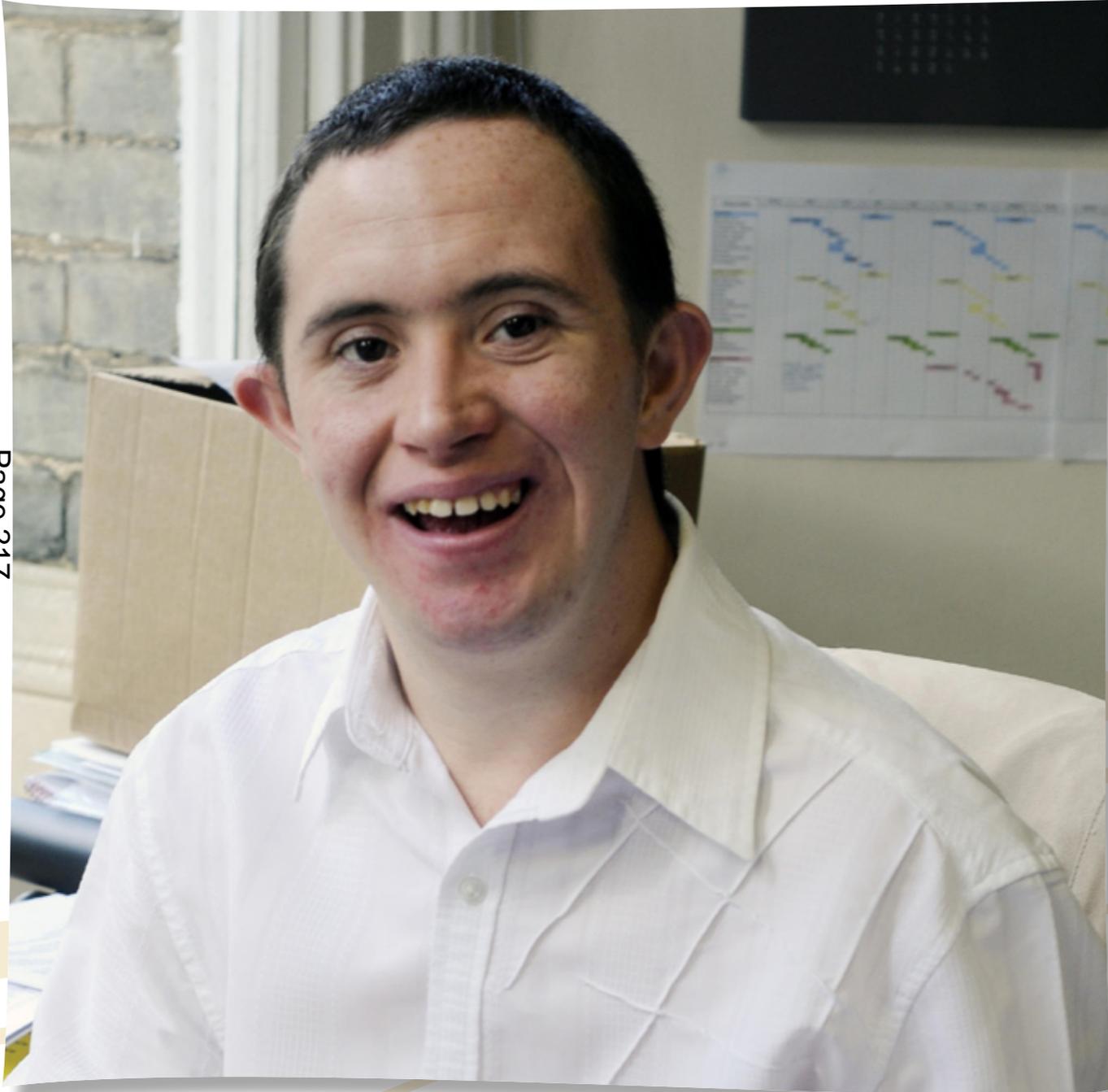
Within each theme we set out our recommendations to bring about a step change in care quality.

These recommendations include:

- Working with providers towards an accepted and transparent working wage for those working in the sector as well as further ‘professionalising’ working in the care sector to drive up care quality.

- Taking steps to reward excellent quality, via financial and other means; with a proactive ‘zero tolerance’ to poor quality.
- Introducing a raft of measures for more transparent information sharing with the wider community, for example, publishing the details of the minority of providers who aren’t achieving the expected quality standards.
- Investing in more front-line quality monitoring and more targeted training and development for providers to drive up quality standards.

We want to engender debate about care quality and hear people’s views on the contents of the Green Paper, our recommendations and how we should take the agenda forward with our partners to make ‘A Revolution in Care Quality’ a reality in Staffordshire.



# Why do we need a Green Paper for Quality?

All too often we hear personal stories where the quality of care for people has fallen down. In Staffordshire, we are all too aware that local people have experienced these issues first hand. This is not acceptable and we want to take an innovative approach to improving care quality across the county for the benefit of local people.

This Green Paper outlines and reaffirms our aspiration to unify and develop the drive for quality so that the people in Staffordshire feel valued and able to influence the services they receive. This is about moving towards an approach that fundamentally measures the quality of services through people's experiences.



Our vision is one where real life experiences truly shape our services so that we offer appropriate services in the right way, to the right people, in the right place and at the right time. It is about banishing poor practice, holding people to account and ensuring local people experience excellent quality services, regardless of what that service is.

This is about using our leadership role and working to improve key issues like an acceptable working wage for those working in care and the professional ‘status’ of caring staff across the County.

This Green Paper is a first step in engaging with the people of Staffordshire on a journey to really revolutionise quality of care for people.

Our aim is to put in place a two year programme to improve quality. This plan will deliver improved quality where good performance is rewarded, there are clear quality expectations and people know what to do if they don’t receive the level of quality that they expect.

This programme of action is essential to make sure we don’t just ‘tinker at the edges’ but place quality at the heart of all that we do, working with our partners and providers.

**Why now?**

This Green Paper has been in development for many months. It responds to a number of drivers calling for the need for real action to improve service quality both in Staffordshire and more widely. It seems that a month doesn’t go by without a report being published highlighting issues within the care system – of which the majority have poor quality at their core.

While we broadly welcome the proposals set out in the White Paper, ‘Caring for our future: reforming care and support’ and the draft Care and Support Bill, we have been doing much of this for some time. In Staffordshire we want to go significantly further.

This Green Paper takes the key issues and directly responds to the concerns raised by Staffordshire people about the quality of care and support services. We believe this fundamental step change is needed now to tackle head on the areas of concern we know can be improved for some of the most vulnerable people in our communities.

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# The Staffordshire Story

In Staffordshire the drive for quality is not something new. We’ve always strived to provide excellent quality services for local people in a marketplace where people have real choice and control over the services they use.

Major improvements in the last two years include:

- The UK’s largest integration of health and social care. We’ve transferred 1000 social care staff and a budget of £153 million to the Staffordshire and Stoke-on-Trent Partnership NHS Trust. This has been hailed nationally as one of the most ambitious projects to improve health and social care in the UK. This is a major driver of providing faster, more efficient and personalised health and social care.
- Engaging Communities Staffordshire – we’ve developed this Community Interest Company which brings public engagement and research, information, advocacy and feedback services for people who use services in the health and social care sector



in Staffordshire together in one place. This is a model that is being held up nationally.

- The launch of Staffordshire Cares, which provides information, advice and guidance on lifestyle choices, in one place. This approach will reduce cost pressures by £1 million.
- Other examples include the introduction of the innovative CareMatch, the award-winning ‘Me, Myself and I’ game, as well as investment in a county-wide Staffordshire Quality and Market Assurance team to drive up quality and improvement in commissioned services.

## Case Study 1 CareMatch



The award winning CareMatch service plays a huge role in driving up the quality of services in Staffordshire by working with services and the wider social care sector to make sure services have a capable, confident and skilled work force.

The CareMatch recruitment service has been running for over three years and offers employers an online facility to advertise their vacancies and recruit to vacant posts. This includes employers in receipt of self supporting funding. CareMatch offers sector specific recruitment information and advice and guidance for individuals wishing to seek work in the sector and managers wishing to recruit.



## Other improvements

We've put in place a variety of specific improvements including:

### Workforce development, training and support for providers

Dedicated and specialist advisers work with a range of commissioner service providers to help drive up service quality by advising on service standards and workforce planning and training. This includes one-to-one support for service managers.

We regularly provide service specific training and by analysing training needs, we have been able to establish key priority areas for training. We have then targeted our funding to plug these gaps, offering much needed free training to the independent sector. This has helped providers to improve service delivery and overall quality and ultimately has meant better outcomes for people that use services.



### Care home activity co-ordinator support groups

The support network was set up in 2006 and has continued to evolve with eight geographically located groups now operating throughout the county. The aim of the support network is to share good practice and develop ideas. Targeted funding has allowed us to offer free training to co-ordinators to improve their skills and better understand how to meet the social needs of those with dementia and to improve activities for people in homes overall.

Due to their success, we have been approached by a regional organisation that wants to work with us to replicate what we do in Staffordshire on a much wider scale.

### Innovative use of assistive technology

As part of regular quality monitoring we undertake with commissioned providers, we found that a number of issues including repeated falls, could be addressed in part, by the use of assistive technology solutions. As assistive technology can be costly to buy and install, we have introduced a highly successful 'try before you buy scheme' for commissioned providers.

We invested in various solutions that could be tested by providers, which can be purchased at the end of the trial period. Feedback has been very positive about both the scheme itself and how being able to trial technology has helped providers deliver a better quality service for individuals. An example of this is where we worked with a care home to fit equipment to support two residents with a history of repeated falls. Since the equipment has been fitted, neither of the residents have experienced a fall, which has improved their quality of life considerably.



### Free safeguarding training

Staffordshire County Council safeguarding training opportunities are offered to the independent sector free of charge. Services can also have their own in-house safeguarding package approved free of charge by the safeguarding team. This approach ensures all services work consistently to safeguarding practices. Free e-learning licences will soon be offered to the independent sector so that they can undertake the Staffordshire course on-line.

### Quality and Market Assurance of Commissioned Services

We undertake 'on site' monitoring visits to commissioned services within a framework that clearly sets out what quality and safety standards we require services to meet. When a service is found not to be meeting the required quality standards, we draw up clear action plans with clear timescales for delivery. We then undertake further visits, at appropriate intervals, to assess if quality improvements are being made as required.

As part of our monitoring, we undertake a series of activities to gain insight about people's experiences. This helps to shape services and prioritise areas for investigation. This includes regular surveys, focus groups and a 'Quality User and Carer Forum' which happen alongside regular front-line quality spot checks.

Specifically for domiciliary care services, we have recently commissioned a research project to look at people's experiences of homecare. This will help us to identify the service delivery areas valued most by users of services. This insight will be used to develop a new quality measurement tool that is personalised according to what is most important to each individual, taking into account their specific needs.

### Multi-Agency Safeguarding Hub

Where potential abuse indicates a crime may have been committed, there is always close liaison with colleagues from the Multi-Agency Safeguarding Hub in Staffordshire, the nationally ground-breaking specialist team where investigations are jointly undertaken with a range of partner colleagues, including the Police, Health Service and others for the best possible outcomes for victims.

We believe solutions need to be far reaching and tackle the issues head on. We have seen improvements in many areas but we can do far more. This is about inherently changing the system, taking a firm stand in Staffordshire and using our collective leadership powers to say no-more to poor quality standards.

## Definition

People have different perceptions of 'quality' – our view will differ from partners, individuals and others so it is useful to set out our definition of quality here.

We consider the following core values essential when we talk about quality:

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- Effective, efficient, equitable, accessible and responsive
- Helps to achieve individuals' outcomes
- Safe and provides protection from abuse
- Promoting personal dignity
- Offers choice and value for money

For the purposes of this Green Paper we have used this working definition as a starting point:



**“A quality service is one which is rated highly by the people that use it. It meets these people’s needs fully, promotes choice and control and listens to them. Their views are central to driving quality improvement.”**

## A Revolution in Care Quality

**“Quality is never an accident; it is always the result of high intention, sincere effort, intelligent direction and skilful execution. It represents the wise choice of many alternatives.”**

William A. Foster

We know quality won't 'just happen.' We need to work hard to achieve it, understand what quality means to people and consider a number of different factors to help us achieve it.

In Staffordshire we have identified five key themes that we believe will help us to provide a robust framework for quality. These themes are:

1. Leadership and Planning
2. Commissioning based on evidence
3. Measurable Standards
4. Feedback and Insight
5. Review and Monitoring



# Leadership and Planning



improved outcomes for all, provided in the right place at the right time.

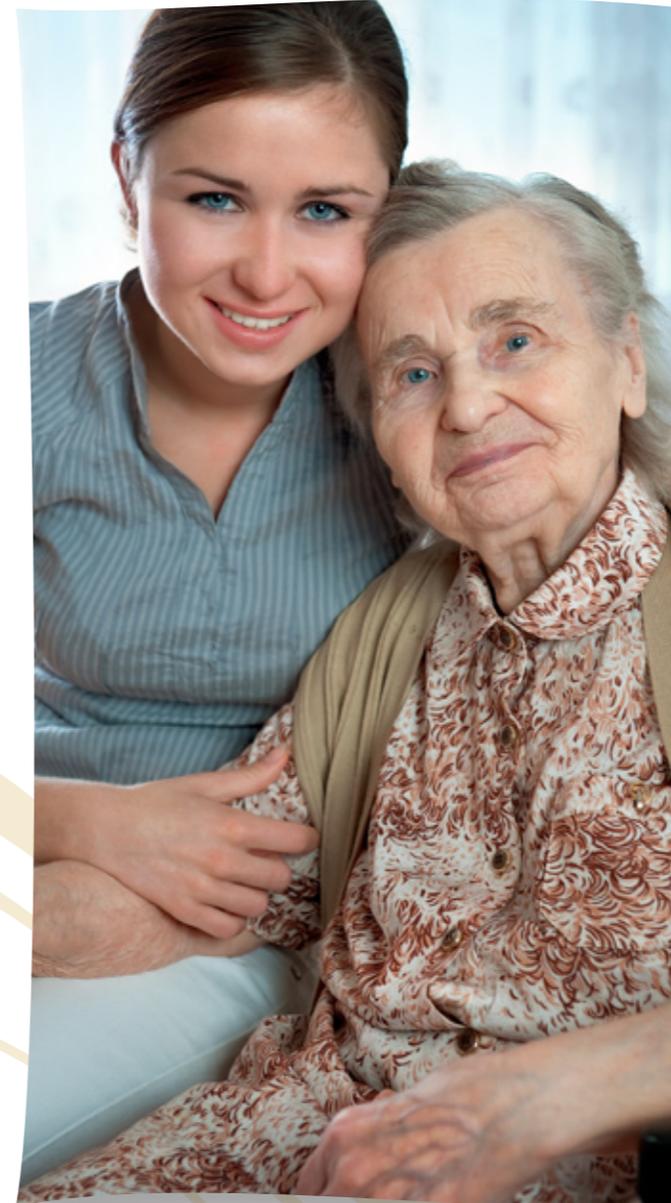
## Key issues

**The view that poor leadership** and planning has a negative impact on the quality of a service is nothing new. Strong leadership is needed to allow effective planning to take place and to make sure the strategic vision of what needs to be achieved is clear and communicated effectively to those within the county council and the wider community. It is also about moving beyond good intentions and building plans that are going to work. The lack of sound planning is one thing that will stop us from delivering our goals.

**The need for strong leadership** and planning linked to evidenced-based commissioning and partnership working is key. This is particularly vital as we work ever increasingly with the private, independent and voluntary sector in a more competitive market place where working arrangements and roles and responsibilities shift. This issue is not just crucial for the county council but for the partners we work with and the services we commission.

In a recent inquiry undertaken by the Equality and Human Rights Commission into Older People and Human Rights in Homecare, it was concluded that there is a clear need for supportive senior leadership on the central importance of quality.

In Staffordshire, our aim is to link senior leadership exclusively to quality. We believe that this approach, combined with quality planning at all levels, will provide the right environment to support staff to focus on delivering high quality



## What can we do differently?

These are our recommendations for future initiatives:

1. Work with the independent sector towards an accepted transparent working wage for those working in the care sector.
2. Work with care sector across the county towards the 'professionalisation' of caring as a career choice to drive-up care quality.
3. CareMatch – make the extensive programme of free professional development training support available for Personal Assistants county wide.
4. Develop a Care Ambassador education programme to raise awareness of Dignity in Care with cross sector organisations such as schools, colleges, banks, shops, etc, across the county.
5. Broaden our 'Activity Co-ordinator Group model' to other adult care services.
6. Further investment in our apprenticeship scheme as a key way to recruit more young people into the sector. Find out more at [www.staffordshireapprentices.org.uk](http://www.staffordshireapprentices.org.uk).

## Case Study 2 Identifying gaps in staff development

Service Development Advisors – part of the Quality and Market Assurance Team – analysed a cross section of commissioned care homes to identify gaps in staff training and development. The aim was to identify areas of training that will support care homes to improve quality standards and better meet the needs of residents.

The findings directly informed the Joint Commissioning Unit's (JCU) approach to funding and support of training for the sector, allowing us to better meet commissioning priorities and plug training gaps. As a result, we have been able to commission training either free of charge or at a significantly reduced cost to the benefit of the county's care homes.

We are currently undertaking the same exercise with commissioned domiciliary care services.



# Evidence-Based Commissioning



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Evidence-Based Commissioning is our second critical theme for improving care quality. Commissioning is a step-by-step process that helps identify priorities using the resources available with the aim of securing the best outcomes for the whole community.

Social care and NHS commissioning strategies are already partly informed by and based on the analysis arising from the Joint Strategic Needs Assessment (JSNA). Real evidenced-based commissioning goes further by using information about local needs and the market to match need to provision when services are commissioned.

In Staffordshire, our vision is to improve quality by better using evidence to inform our commissioning approach. This means having consistency in our evidence base and ensuring the views and experiences of people who use our services are explicitly considered when we make our commissioning decisions.

## Key Issues

**Making sure** commissioning decisions are informed by the available evidence, they clearly reflect the needs of Staffordshire people and are focused on prevention and early intervention.

**Currently there is not one agreed** set of standards for commissioning decisions and activity at all levels across the county council, partners and Clinical Commissioning Groups. Standards also need to be consistent with national policy and local expectations.

**Commissioning should be defined broadly** as the way we act to secure the best use of resources to improve outcomes. All partners are subject to financial pressures and priorities, accountabilities, timescales and budgeting processes. This complex landscape will continue and we need to work effectively within it. Across all our partnership working, we need to continue to develop and improve longer term planning mechanisms which offer more stability than has been the case in the past.

**Public sector organisations** are often criticised for undertaking numerous consultation exercises and failing to take any real learning or insight from these to inform service design and delivery. Sometimes, it can be as basic as failing to engage with people in an appropriate way or simply just not asking the right questions in the right way. We need to learn from people's experiences of services and their views and insight.



What can we do differently?

These are our recommendations for future initiatives:

- 1. **Commissioning decisions to be informed by insight** and clearly reflect the needs of Staffordshire people.
- 2. **Develop an agreed set of quality standards** for commissioning decisions and activity at all levels across the county council, with partners and Clinical Commissioning Groups, which provides a robust care quality charter for Staffordshire.



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# Measurable Standards



service to exceed the satisfactory level of service delivery and empower them to strive for continuous improvement.

Performance has to be realistically monitored against the standards to ascertain whether the measurable standard has been met. This monitoring should be based on measurable outcomes capturing people's experience of the service and other quality measures e.g. quantity, timeliness, and cost-effectiveness.

The involvement of people who use our services to define, develop and monitor standards is the most important factor to making sure services are delivering the outcomes people want, to a level of quality they expect. If people's desired outcomes and expectations of a service do not form this, it is impossible to determine if the service is of a good quality.

Measurable standards are key to monitoring the quality of services and making sure they are delivering the outcomes they were commissioned to. Standards need to be specific and objective, clearly written and contain measures that make clear the line between satisfactory delivery and sub standard delivery. A measurable standard should also allow room for a



**Good indicators** are those suited to their intended purpose, and are relevant, valid, reliable, feasible and useful in supporting change.

**Standards** will be based on agreed outcomes of the services and measured with indicators that use feedback and people's experiences of the service as the key source of information to assess whether standards are being met.

**Reporting on processes and output** tells us very little about the quality of a service. For example, reporting how many people accessed a service over a given period of time tells us nothing about the quality of the experience of people assessing the service.



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**Key Issues**

**Evidence-based standards** of service and associated benchmarks need to be agreed between all relevant stakeholders in Staffordshire.

**Standards need to be identified** before specific indicators can be defined, and appropriate methods of measurement sought.

**A small number of core valid indicators** may contribute to the national quality agenda, but local specific indicators will drive quality improvement in practice and service development locally.

**What can we do differently?**

Our recommendations for future initiatives include:

1. Develop ways to **reward quality**. This means rewarding excellent quality, financial or otherwise, and banishing poor quality for good.
2. Develop systems so we can assess the quality of a service **based on people's experiences** and insight into those services. Move away from 'care by the clock' towards measuring quality of experience.
3. **More transparent information sharing** with the wider community. We will introduce a public declaration of the organisations that the county council has suspended contracts with. This will allow us to exercise our duty of care to keep the vulnerable people of Staffordshire safe and will give people more information to inform their choices when purchasing care directly. It will also act as a red light for service providers to react quickly to concerns raised to make their services safe and fit for purpose.

4. **Regularly publish breakdown of compliments, complaints and feedback** received about the services we commission and the action we have taken to resolve issues.
5. Consistently and **regularly make clear the quality standards** people should expect when they access services and make sure those standards are measurable. We will then report on how well we, and our commissioned services, are meeting quality standards through a 'Quality Charter'.



## Case Study 3 'Me, Myself & I'

Developed by the county council, 'Me, Myself & I' is an innovative game that can be used for support planning, consultation and signposting to help individuals say what they want. It can be used on-line, as an app or in a board game format to support individuals to identify and articulate what they really want and need to live an independent, fulfilling and enjoyable life.

The award winning game puts the individual at the centre of the support planning process, and helps them to understand the choices available to them by signposting to information, advice and support that matches their need. It takes a fresh look at the person's life as a whole: their health, home, safety, lifestyle and money.

The data collected from the game helps us to find out what is important to the people of

Staffordshire. The roots of 'Me, Myself & I' are from a board game that has already been running successfully

countywide in Staffordshire for over two years and has already helped to inform service strategies. It has been recognised at a national level and users of the game have fed back that they find it a really easy way to get across what they want.



# Feedback and Insight



Gaining insight and listening to people's experiences will, we believe, also help our services to be more cost effective as we can more effectively target our resources and 'get it right first time'. In turn this leads to people being more satisfied with their services and lower costs as resources are better targeted according to needs.

### Key issues

**To be effective we need to have clear** understanding of our insight and make sure consistent standards are in place for how, when and what we need to do to capture the views of the people of Staffordshire.

**We need to be aware of blockers** to effective engagement with older people and be aware of engaging in the right way, at the right time<sup>2</sup>.

**We have to ask the right questions** and clearly evidence how feedback is influencing every aspect of our work in relation to quality; from service development right through to how we reward excellent quality.

The fourth theme of achieving excellent quality, gaining feedback and insight from the people that use services, is a fundamental part of our campaign to revolutionise quality. This is about putting the people who use services first and recognising that people don't experience life as separate events.

<sup>2</sup> Joseph Rowntree Foundation in 2011 entitled "Involving Older People in Commissioning: More power to their elbow?"

**What can we do differently?**

Our recommendations for future initiatives include:

1. Use insight from people who use our services **to inform our approach** by developing a detailed understanding of the wider community needs, so that we offer appropriate services in the right ways, to the right people, in the right places and at the right time.

**2. Enhance social worker review process**

to make sure quality and safety are a key part of the process so that people feel supported to feed back any concerns to our Joint Commissioning Unit and to the Multi-Agency Safeguarding Hub, ensuring that people's experiences are captured and used to shape services in all sectors.

**3. Make sure service providers are required**

**to include details of the county council's complaints services** as part of their complaints procedure. This will be reviewed as a key part of contract monitoring.

**4. Expand our 'User and Carer Quality**

Forum' and service performance feedback system **so members of the public can use it to report quality issues in confidence.** We will then act accordingly on behalf of individuals to tackle quality concerns.

**5. Introduce a countywide digital forum**

**for people to raise issues,** concerns and compliments. This feedback would inform our commissioning strategies.



## Case Study 4: Engaging Communities Staffordshire (ECS)

ECS is a Community Interest Company (social enterprise), launched in April 2012. It brings public engagement and research, information provision, advocacy and feedback services for people who use services in the health and social care sector in Staffordshire together into an independent, people-led organisation. ECS is supported by Staffordshire County Council and also the statutory NHS organisations in the county. It is highly innovative and has a significant national profile.

A public consultation was undertaken in 2011 with over 2,300 local people. It highlighted a clear interest for one independent organisation to be established to provide an easy route for people to give feedback on healthcare services.

ECS makes it easier for people to share their views on all healthcare services by creating a more holistic picture of health and social care in Staffordshire. This informs service development and quality and helps provide an early warning of systemic failure.

Through ECS, Staffordshire County Council will have access to a shared resource of comprehensive qualitative information on people's views and perceptions of healthcare in Staffordshire. The county council will also commission ECS to undertake community research and engagement activities in a joined-up approach on their behalf.

# Review and Monitoring



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We believe review and monitoring is essential to improving the quality of services and that any processes to undertake this are closely linked to insight and feedback mechanisms. This allows services to be developed that are of a good quality, that take account of changing circumstances and reflect the needs and aspirations of the community.

It is also important to make sure methods to undertake monitoring and review are continually scrutinised as to their effectiveness and are kept as up-to-date and relevant as possible.

## Key issues

**Whether services are directly provided,** delivered in partnership or through commissioned services, consistently applied monitoring and review processes is essential. This will check how well commissioning arrangements are working, the standards of quality and cost, and how happy people are with the service.

**The experience and insight of people** that use services needs to form the basis of our review and monitoring processes, governing services we deliver, those delivered in partnership and via commissioned services.

**When people are using a range of health and social care services** they don't experience services as separate, isolated occurrences, but as one journey.



That's why it is important to be certain that the processes, frameworks and standards we use to review and monitor services can be consistently applied across different services for different groups of people so we know the quality being delivered at every step of the journey is consistent.

This is about getting the balance right so that we have sufficient consistency in approach but at the same time have enough flexibility and scope to apply service specific methods if required.

## What can we do differently?

Our recommendations for future initiatives include:

1. Invest in more dedicated quality monitoring officers to undertake more front-line quality monitoring, address issues and action plan to improve quality.
2. Increase the number and type of on site quality review visits so it covers other types of care services.
3. Make safeguarding training mandatory across the sector by building it into all our contracts for services for vulnerable adults, including unregulated services.
4. Research the training needs of providers that we commission services from. Commit money to commission training to fill training gaps which in turn will drive up quality standards and increase professional development.

## Join the debate

**We are committed to improving the quality of care and support services in Staffordshire and want to hear your views on the contents of this Green Paper 'A Revolution in Care Quality'.**

We would like to hear your views on what quality actually means to individuals and families of people who use services and how we can improve the quality in Staffordshire.

All feedback received will inform a two year programme that is the main action plan for ensuring quality services across the county.

You can access the survey on-line along with further information at:  
[www.staffordshire.gov.uk/greenpaper](http://www.staffordshire.gov.uk/greenpaper)

The survey will take approximately 10 minutes to complete and the deadline for all responses is Sunday 16th September 2012.

If you would like the survey in another language or format including large text or Braille, please contact (01785) 887843 or email: [healthandsocialcareconsultation@staffordshire.gov.uk](mailto:healthandsocialcareconsultation@staffordshire.gov.uk). If you would like to contact us about this consultation or a related issue please telephone (01785) 887843.

**The consultation will begin on 24 July 2012 and will last for eight weeks. The closing date for all responses is Sunday 16th September 2012.**

**When the consultation is complete we will consider all feedback received which will inform the development of a two year programme that is the main action plan for improving the quality of services across the county.**

**A summary of the findings and our response to this will be made available online at [www.staffordshire.gov.uk/greenpaper](http://www.staffordshire.gov.uk/greenpaper) from November 2012.**



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## Glossary of terms

**CareMatch** - A section of the Quality and Market Assurance Team that supports the market development and planning of quality social care services in Staffordshire.

**Carer** - Any relative, friend or neighbour who, without payment, provides help and support to an individual who uses services.

**Care Worker** - Any member of staff who is deployed to provide care.

**CCG** - Clinical Commissioning Groups, also known as GP Commissioning Groups, will be taking over responsibility for commissioning of healthcare services from Primary Care Trusts from 1st April 2013.

**Joint Commissioning Unit** - A partnership between Staffordshire County Council, South Staffordshire Primary Care Trust and NHS North Staffordshire for the commissioning of health and social care services in Staffordshire.

**Provider** - The company, person, or other legal entity who is contracted to provide services.

**Safeguarding** - The identification, investigation and protection of vulnerable adults from abuse by others in line with agreed inter-agency procedures and protocols.

**Service Outcomes** - The required impacts or end results of the provision of care and support on the life of a person who is receiving services.

**Staffordshire & Stoke-on-Trent Partnership NHS Trust** - A new integrated body that came in to being on 1 April 2012 with responsibility for adult social trust and community healthcare within Staffordshire and all community healthcare in Stoke-on-Trent.

**Suspension Notice** - Any notice which is served by the Council on the Provider to suspend the provision of services to Service Users.

**Vulnerable Adult** - Any person who is aged eighteen (18) years or over who is in receipt of, or may be in need of, community care services by reason of mental or other disability, age or illness and who is or may be unable to take care of him or herself, or unable to protect him or herself against significant harm or exploitation or abuse.

# Contributors

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# QUALITY GREEN PAPER CONSULTATION REPORT OCTOBER 2012



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## 1. EXECUTIVE SUMMARY

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This report presents the findings of a consultation process which resulted in over 1,100 people sharing their views on the quality of social care services in Staffordshire. People were able to participate in the consultation via online surveys, self completion questionnaires and in focus groups. The results are representative of the communities of Staffordshire and provide a clear indication of the views across the county.

Overall respondents were **supportive of the definition of quality** which was put forward in the Green Paper (86%). Some 43% of respondents felt that a quality care service is currently being provided in Staffordshire. A further 39% felt that this is partially happening, which suggests that there is room for improvement. **Encouragingly when asked to provide descriptive feedback on their experience of social care in Staffordshire, many current service users commented positively.** There was **overwhelming support for the development of an agreed set of quality standards.**

**Being treated fairly and with dignity, the behaviour and attitude of staff and the knowledge and skills of staff were seen as essential components for delivering a high quality care and support service** These components, alongside listening to customers were also seen as needing improvement. Based on responses to the surveys and the focus groups, **four clear areas of improvement have emerged—listen to users/feedback mechanisms, care staff, personalisation and better information.**

Respondents to the consultation were **overall mainly supportive of the various proposals** put forward in the Green Paper to improve quality. Some 88% of service users/public were supportive of providing more involvement opportunities to capture people's experiences. In terms of proposals to support care staff, there was greatest support for working with the voluntary and independent organisations to make sure carers and caring staff receive an acceptable wage (64%).

Providers and Commissioners were **generally supportive of the process/procedural proposals** put forward in the Green Paper. They were most supportive of the suggestion to ensure that service providers have a complaints procedure which includes details of the county council's complaints service (100% of Commissioners and 93% of Providers). Other key suggestions put forward by Commissioners and Providers include—**reviewing contract and tender management processes, regular quality monitoring visits, development of common standards and better relationships between Commissioners and Providers.**

There was **generally good support for rewarding excellent quality.** The most popular proposal was providing access to free/subsidised training (60%). Service users/public were also **keen to see poor quality driven out** by having clear consequences and actions when this happens.

**Only 41% of service users/public felt it was easy for people to give their views on the quality of services provided and only 26% felt that their views were taken into account when measuring quality.** Current service users did have a slightly more positive view than all respondents.

The majority of Commissioners neither agreed nor disagreed (63%) that they had access to the insight they needed to make commissioning decisions which reflected the needs of Staffordshire residents. Consequently, just one quarter (25%) agreed that commissioning decisions are informed by and reflect the views and needs of Staffordshire's residents.

## KEY RECOMMENDATIONS

Analysis of the findings from this consultation process highlights the following key recommendations:

- There is a need to raise expectations of the quality of social care that people in Staffordshire should expect. This 'standard' needs to be clearly communicated to Staffordshire residents.
- The proposed definition of quality is adopted along with all proposals put forward in the Green Paper to improve the quality of care.
- Four key areas have been highlighted as specifically needing improvement:
  1. Listen to service users—this should be regular, systematic and used to inform commissioning and decision making. There is a need to review current mechanisms for service users to give feedback.
  2. Care Staff—this includes staffing levels, training, professionalism and ensuring that wherever possible caring staff remain consistent.
  3. Personalisation—service users must be at the centre of their care plan and feel they have control and flexibility over the support they receive.
  4. Better information—on what services and support are available and how people can access them.
- The following process/procedure improvements should be considered:
  1. Review contract/tender management processes to ensure that quality is at the heart of the process.
  2. Regular quality monitoring visits which are adequately resourced.
  3. Wherever possible the development of common standards across the sector.
  4. Development of better relationships between Commissioners and Providers.
- Provide access to free/subsidised training as a method of rewarding excellent quality.
- Development of an agreed set of quality standards for the sector.

## 2. INTRODUCTION

In Summer 2012, Staffordshire County Council published their ‘Green Paper for a Revolution in Care Quality’ The Green Paper sets out the county council’s future vision for a revolution in care quality to benefit the people of Staffordshire and makes recommendations to bring about a step change in care quality.

To inform the next step in developing a programme to revolutionise the quality of care, the county council opened up a consultation on the Green Paper. Members of the public, service users and professionals were encouraged to participate in the consultation.

## 3. METHODOLOGY

A mixed method approach was taken to ensure that the consultation reached as many of Staffordshire’s residents, as well as professionals working in the social care sector, as possible. The following consultation routes were established:

- Online survey aimed at Service Users/Public—including an Easy Read version
- Online survey aimed at Providers of social care services
- Online survey aimed at Commissioners of social care services
- Face-to-face completion of survey with Service Users/Public—undertaken by Engaging Communities Staffordshire (ECS) and it’s Provider Network
- Focus groups with Service Users/Public—undertaken by ECS and it’s Provider Network
- Focus groups with Providers/Commissioners—undertake by the Joint Commissioning Unit

Fieldwork ran from 23rd July 2012 to 16th September 2012. Via these different routes, over 1,100 people engaged in this consultation. A breakdown is presented in Table 1.

This report brings together and analyses the results from all the consultation methods , with a specific focus on the survey results. Caution needs to be noted when using the results from the Commissioner and Provider survey due to the small number of responses received.

**Table 1: Number of responses/attendees by consultation method**

		Number of Responses/Attendees
Service Users/Public	Online Survey	28
	ECS General Face-to-Face	792
	ECS Easy Read Face-to-Face	250
	ECS Focus Groups	58
Commissioners/Providers	Commissioners Online Survey	8
	Providers Online Survey	15
	JCU Focus Groups	31

Respondents to the surveys were most likely to be submitting their views as a resident of Staffordshire (59%) followed by family members of someone who is receiving care and support services (29%). Some 19% of respondents currently receive or have received care in the past, and 17% are carers.

## 4. EXPERIENCE OF CARE SERVICES

### 4.1 Which of the following care and support services do you have experience of?

The services which respondents had most experience of were day opportunities, assisted technology in the home and home care. Those who had experience of all three of these services were far more likely to be over the age of 50. Respondents to the Easy Read survey were far more likely to class themselves as disabled (59%) and these respondents were more likely to have experience of certain types of care, with day opportunities being used by 56% and care and support at home being accessed by 41%. Respondents over the age of 50 were far more likely to have experience of care and support services.

Commissioners and providers also shared their views on the services they provide or commission. Commissioners were more likely to be involved in commissioning the full range of services.

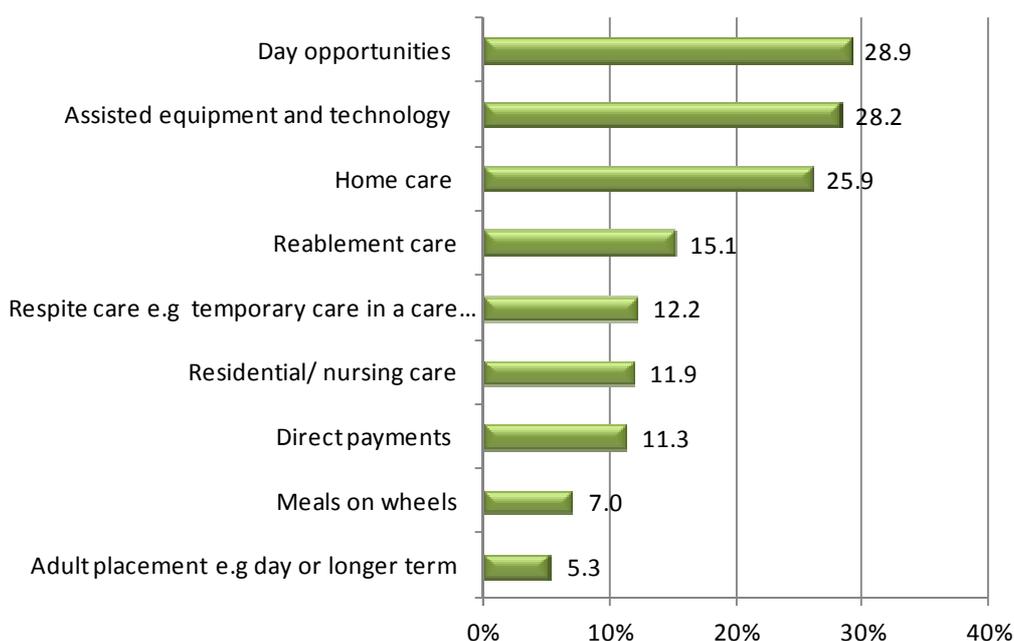
Services that they were most likely to be involved in commissioning are outlined below:

- Residential and nursing care / respite care (63%)
- Home care / Day opportunities / Adult placement (50%)
- Direct payments (38%)
- Assisted equipment and technology / Reablement (25%)

Providers were focused on specific key care and support services and those that they were involved in providing services are listed below:

- Residential and nursing care / Day opportunities (29% each)
- Home Care (21%)
- Adult Placement / Direct payment / Reablement (7% each)

**Figure 1: Which of the following care and support services do you have experience of using? - Service users/public**

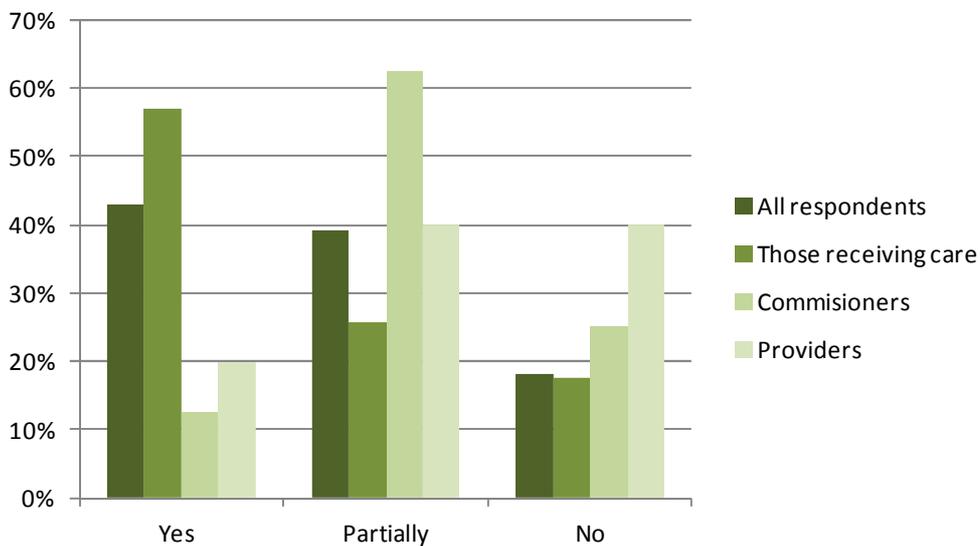


## 4.2 Do you feel that a quality care service is currently being provided?

The largest proportion of respondents do feel that that a quality care service is currently being provided in Staffordshire (43%). A further 39% feel that this is partially happening, but this also suggests they do feel there is room for improvement. An additional 18% did not feel that quality care standards are currently being met. Those who have actual experience of care and support services are more likely to feel that a quality care service is currently being provided than those who do not have direct experience of using care and support services.

Commissioners and Providers views were distinctly different with far fewer feeling that people’s expectations are currently being fully met. Commissioners are more likely to feel that people’s expectation are being met ‘to some extent’ and service providers were the most critical and likely to feel that people’s expectations of a quality service are currently not being met at all.

**Figure 2: Are expectations of a quality care service currently being met?**



## 4.3 Comments on expectations of a quality service

Respondents were asked to provide feedback on the reasons for their answers with those who have used services responding the most and commenting positively that they were **“happy with the service”** or that the service provided was **“excellent”**. Others did have mixed experiences and felt there was **“room for improvement”** and in particular, **improvements to waiting times** would be greatly welcomed.

**Figure 3: Themed comments on social care and support services**



Both Commissioners and Providers shared their qualitative feedback through the surveys and focus groups on whether they felt that people's expectations of a quality service were being met. As well as outlining examples of what they felt is and is not currently working, they also provided a steer on standards which should be developed. They highlighted that these standards need to be communicated to service users so they are clear on what they can and cannot expect to receive as part of a quality service provision and are able to confidently raise an issue when standards are not being met.

Commissioners were mostly likely to feel that service provision and quality is **"patchy"**, commenting that *"the Green Paper recognises this"* and will go *"a long way towards addressing this"* with one being concerned that *"shortcuts"* are often taken in relation to the service provided *"in favour of profit"*. *"Moorlands Home Link"* was highlighted as an example of current *"high quality care"* provision.

Others felt that service users have become *"used to a poor level of service provision"* and consequently their **"expectations are too low"**. They need to be educated and *"informed"* of the standards that they should *"expect"* to receive as part of *"a quality care service"*. Conversely, quality standards are also needed where service users *"expect more"* than can actually be provided highlighting the importance of being clear about what people should expect in terms of quality care standard.

It was also felt that the quality of care is often dependent on *"individual members of staff"* and it can currently be a lottery as to whether *"good quality care is received or not"*.

Residential/nursing care and care services for older people are currently regularly monitored but there is **"very little quality monitoring by Staffordshire County Council"** of other services, and this is something which needs to be developed to ensure quality care standards are met.

Providers feel that services need to be **"accessible"** in the first instance. One provider felt that service users were generally happy at the point when they were actually using the service but felt that many had *"no idea"* how to *"access services in the first place"*. Raising awareness of service is therefore of fundamental importance and a *"key first step"* towards the provision of great quality care.

Providers felt that there was a current **"lack of resourcing"**, commenting that there has been *"no increase in funding over the last three years"* and this is now undoubtedly having *"an effect on the ability to finance improvements"* e.g. *"within homes"*. Another raised a concern that *"day centres are being run down"* in the hope that *"private providers will take these over"* regardless of whether they provide a quality service or not.

Another commented specifically on care homes and raised the issue of current poor quality standards in relation to dental hygiene. Their concern was that patients teeth are currently not being cleaned and dental standards of cleanliness are not being adhered to. They felt that a community dental service should be procured to *"teach staff how to clean patients teeth"* and compliance with this should be *"monitored"* on a regular basis.

A further Provider also felt that some service users don't currently receive decisions *"as quickly as they should do"*. For example, it is often a *"slow"* process to get *"new equipment"* to service users who need them and the provider felt that **decisions should be undertaken in a more timely manner.**

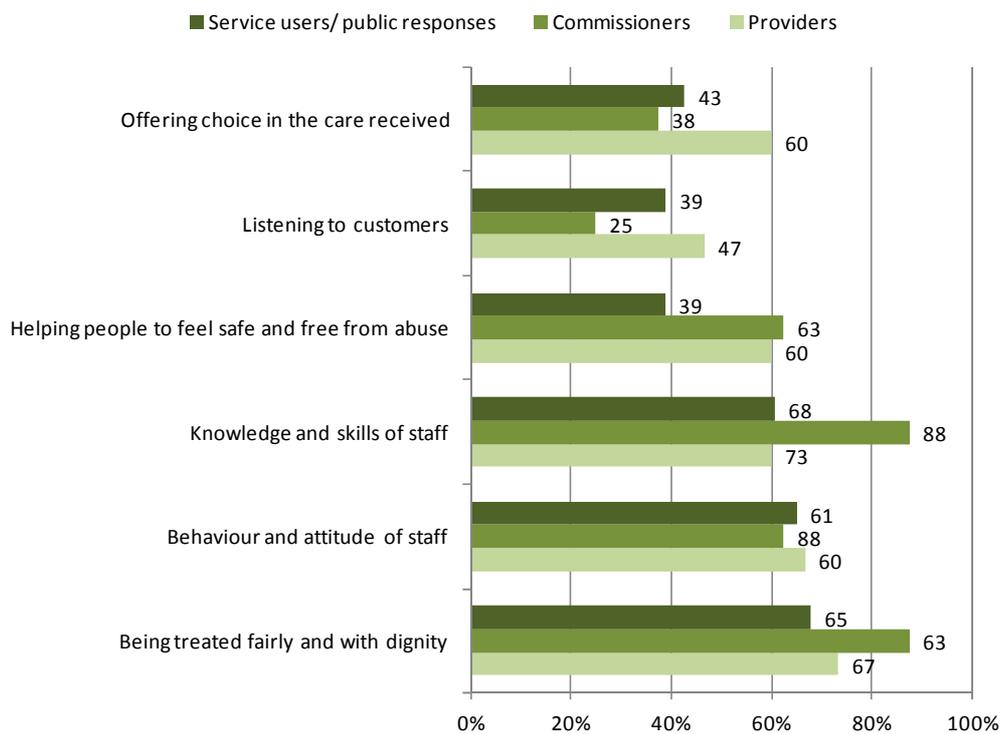
#### 4.4 Which services are essential in delivering high quality care and support services?

Respondents identified the below three as the most essential components in the delivery of a high quality care and support service:

- Being treated fairly and with dignity
- The behaviour and attitude of staff
- The knowledge and skills of staff

Commissioners attributed slightly more importance to two of the top three essential components; the knowledge and skills of staff and being treated fairly and with dignity, than Providers and service user/public respondents did.

**Figure 4: What’s important in delivering a high quality care service?**



Respondents to the Easy Read survey highlighted that feeling safe (68%) was most important to them, followed by getting support to live in your own home (56%) and being treated fairly (43%).

#### 4.4 Which services are most in need of improvement?

Service users/public were most likely to feel that improvements needed to be made in the way that staff treat customers. The most needed improvements were in relation to:

- The behaviour and attitude of staff
- Needing to be treated fairly and with dignity
- The knowledge and skills of staff
- Listening to customers

**Figure 5: % who feel that services need improving—Service users/public**

Behaviour and attitude of staff	43%	Supporting people to live in their own homes	30%
Being treated fairly and with dignity	40%	Helping people to feel safe and free from abuse	27%
Knowledge and skills of staff	39%	Responding to feedback/issues quickly	25%
Listening to customers	39%	Providing access to information & advice	23%
Offering choice in the care received	36%	Quality of buildings and equipment	18%
Delivering on promises made	34%	Value for money	17%
Getting it right first time	32%	Using modern technology	9%
Providing a responsive service	31%		

Those respondents who currently receive care and support services or have done in the past had similar views to respondents to the public survey overall. They felt that the way they were treated was important: with the knowledge and skills of staff (36%), being treated fairly and with dignity (36%) and the behaviour and attitude of staff (32%) also ranking highly as priorities for improvement. Users of services and Commissioners were however, more likely than respondents overall to recognise the value of offering choice in the service provided, with 40% of service users feeling this should be a priority for improvement and 75% of Commissioners saying the same.

Commissioners did have stronger views on what they thought needed improving the most. They were certain that offering a choice in the care which people receive was by far the most needed improvement in care and support services (75%). Their views were similar to public respondents in that both felt that the knowledge and skills of staff needs improving, with Commissioners feeling more strongly about this (63%) than respondents in general (39%). Both also felt that listening to customers needed improving with Commissioners being more likely to support this (50%) than service user/public respondents (39%).

Provider's main priority for improvement was distinctly different to both those who responded to the public survey and to those of Commissioners. The majority of Providers felt that providing a responsive service was the improvement which was needed the most (67%). In terms of their second priority for improvement, their views were more in line with those of Commissioners with 60% of Providers feeling that it was important to get things right first time and half of Commissioners (50%) also said the same. This was less of a priority for improvement with respondents to the public survey.

Delivering on promises made and getting it right first time were less of a priority in terms of being essential for good quality service provision for service users / public respondents. However, they were slightly more likely to feel that these need improving with Providers also prioritising these two aims and providing a responsive service.

**Figure 6: Additional priorities—Service users/public**

	% who feel this is essential	% who feel this needs improving
Delivering on promises made	27%	34%
Getting it right first time	24%	31%



## 5. DEFINITION OF QUALITY

As part of the consultation, Staffordshire County Council put forward the following proposed definition of quality:

*"A quality service is one which people who use it rate highly, meets peoples needs fully and promotes choice and control; one which focuses on listening to the people that use it, and makes their views central to driving quality improvement."*

The definition received strong support from the majority of people who responded to the consultation.

**Table 2: Percentage of respondents who agreed with the definition of quality**

		%
Service User/Public	All respondents	86%
	Respondents receiving care	87%
Commissioners	Respondents who are carers or family members	87%
	Commissioners	100%
Providers		93%

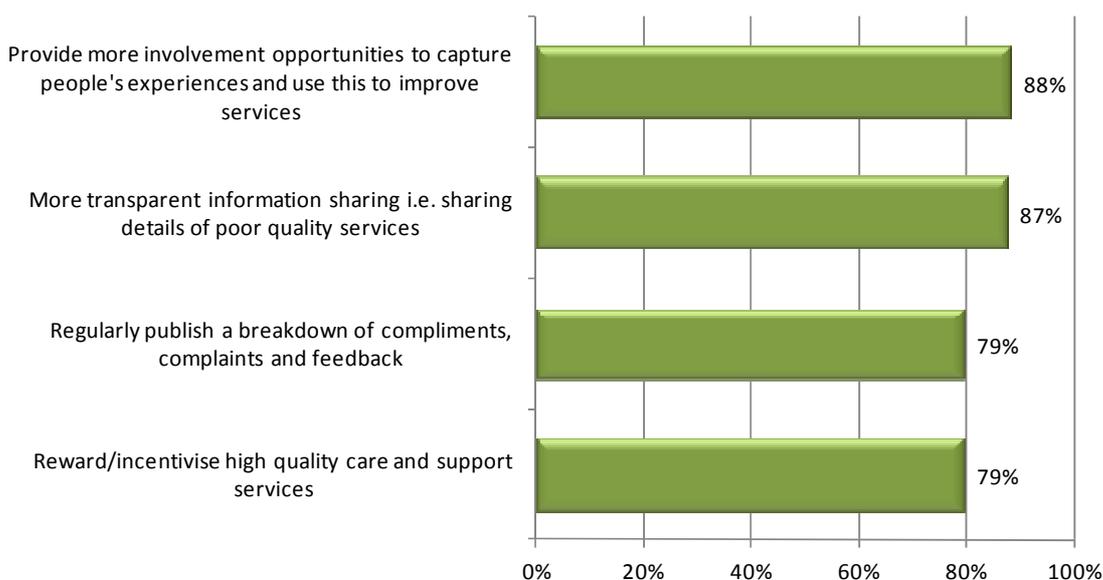
## 6. IMPROVING THE QUALITY OF CARE

The Quality Green Paper included a number of proposals as to how the quality of care can be improved in Staffordshire.

### 6.1 Overall Proposals

All types of respondents were supportive of all the proposals put forward to improve the overall quality of care and support services. The most support was for the proposal to provide more involvement opportunities to capture people's experiences and use this to improve services.

**Figure 8: How far do you agree that the following proposals will improve the overall quality of care and support services in Staffordshire? - Service users/public**



Respondents to the surveys and participants in the various focus groups were asked to put forward their suggestions as to how we can improve the quality of care and support services. Key themes/suggestions are highlighted on the following page.

### ***Listen to users/feedback mechanisms***

Service users/public, providers and commissioners highlighted the need to keep listening to users, service users and their families need to be *“regularly and systematically asked their opinions on the services they receive.”* *“Take on board people’s comments and feedback. Even if things can’t be changed; let them know why.”*

Some respondents felt frustrated that their views and opinions were being ignored:

*“Get care services to listen to family members, instead of largely ignoring them and thinking they know best.”*

### ***Staffing levels, pay and professionalism***

A key theme highlighted across the consultation was a need for more care staff, including informal support via volunteers. Concern was also raised regarding the salary/wages of care staff—*“pay good wages to ensure good quality staff.”*

Consistency of care staff was something which service users/public respondents felt was vital to ensure a good quality service:

*“I have a different carer every week, I just want the same person each time.”*

*“Keeping carers consistent is very important. They often change within the same week and it’s like having strangers in your home.”*

*“I just want one single point of contact for all my care needs.”*

The quality of care staff/professionalism of staff was also an area which was seen as in need of improvement:

*“Life can be much improved with a good social worker.”*

*“Care needs to be seen as an excellent profession to enter.”*

Care staff aren’t necessarily given the time to deliver a quality service and some respondents felt that it was *“care by the clock”*. Training and development of care staff was also raised as an area for improvement *“perhaps experienced staff could mentor new staff”*.

### ***Personalisation***

Care that is defined by needs and *“puts the person at the heart of the care plan”* was seen as critically important by respondents. Service users need to be involved in the design of their care plan and *“not simply consulted at the end.”* Social workers should be able to discuss with service users the various different care options available to them so that service users get *“the right care, at the right time.”* Care packages also need to change and evolve with the service area—*“it needs to change to suit the individuals needs rather than being rigid and inflexible.”*

### ***Better information***

A number of respondents felt there was a need for better information for service users and their families on what care is available and how they can access support:

*“People don’t know what they are entitled to.”*

*“There is little information for those starting off on the journey of social care.”*

*“Providing more knowledge to not only carers but other family members.”*

*“Remove the need to be a fighter to enable access to good care services”*

Other issues/suggestions highlighted include:

- More funding
- Equality/consistency in care provision and commissioning
- Better communication between hospitals and social care—help support a smoother transition
- Transport to and from services—especially in rural areas of the county
- Assessment process—the process takes too long and needs to be quicker, paperwork can also be difficult to understand.
- Utilising voluntary organisations to support care in the community—care providers can learn from the voluntary and community sector.

Figure 9: How can we improve the quality of care and support services in Staffordshire?



## 6.2 Supporting Care Staff Proposals

In terms of proposals put forward to support care staff in delivering high quality services, 64% of service user/public respondents felt that the county council working with voluntary and independent organisations to make sure carers and caring staff receive an acceptable wage, would help care support staff. All of the proposals put forward received good support for service users/public.

Providers who responded to the survey had good support to all the proposals to help care staff. Commissioners also generally supported all the proposals, apart from developing more support groups, which only two Commissioners supported.

**Figure 10: Which of the following proposals do you think will help care support staff to focus on delivering high quality services? - Service users/public**



Respondents to all three surveys were asked for their comments on how we can help care staff to deliver high quality services:

The Commissioners had similar ideas on how to help staff deliver a high quality service. Six commented on the issue of care work being a **“low paid profession”** with **“little basic support or training”**. Two mentioned **“staff retention problems”** in the sector as well as the low morale of many care support staff. **Domestic care in the community** was also mentioned by three of the Commissioners, both discussing problems with the working conditions in this setting such as **“high petrol cost”** and unpaid travelling time, as well as **“little scope for support plans to incorporate any 'social time”**. These issues result in the quality of care varying **“enormously according to the support worker allocated”**.

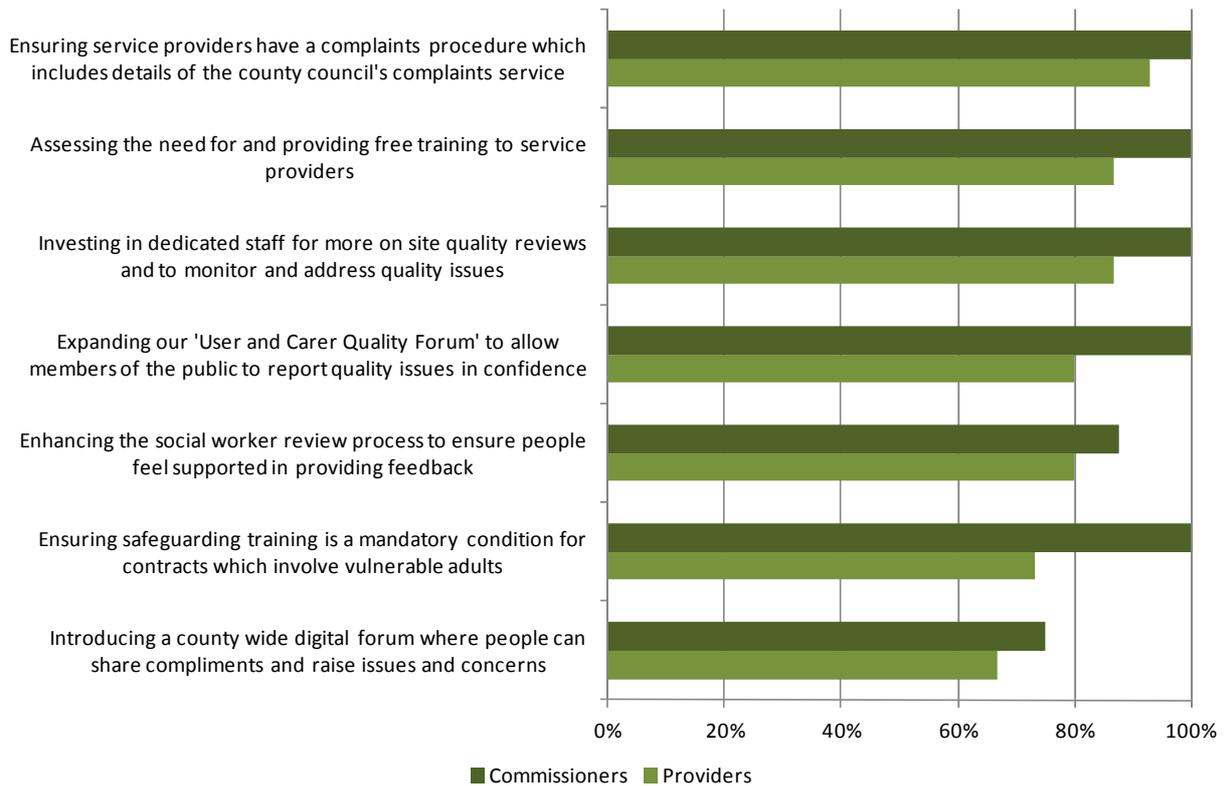
One Commissioner commented that the introduction of provider forums should be **“across all providers not just the same service types”**.

Key themes put forward by Providers include **“valuing skilled staff”** and rewarding them with higher wages; providing support and training and allowing for professional development. This will **“provide a good workforce which ultimately drives up the quality of the care”**. Specific monitoring of and training in dental care across all services would also raise the quality of the service.

### 6.3 Provider and Commissioner Proposals

Providers and Commissioners were asked their views on a specific list of process/procedure proposals to improve the overall quality of care in Staffordshire. Both Providers and Commissioners were generally supportive of all the proposals suggested. However ‘ensuring service providers have a complaints procedure which includes details of the county council’s complaints service’ received the most support.

**Figure 11: Process/procedure suggestions—how far do you agree?**



Other suggestions put forward by Commissioners and Providers include:

- Better contract/tender management
- Regular quality monitoring—this needs to be resourced properly
- Better relationships between Commissioners and Providers, ensuring that open, honest two-way feedback is achievable.
- Clear contact points between Commissioners and Providers.
- Support Providers with succession planning and staff training—particular need to ensure that management has the right skills.
- Common induction standards and code of conduct for care workers.
- Opportunity to share best practice—however potential issue of commercial sensitivities.
- Development of a ‘TripAdviser’ website for service users to rate their experience.

## 7. REWARDING EXCELLENT QUALITY

Rewarding excellent quality and driving out poor quality is key to the County Council’s proposals. Respondents were asked their views on proposals/initiatives to reward excellent quality. The most popular proposal was providing access to free/subsidised training. This received support from service users/public, Commissioners and Providers. Some 43% of service users/public supported offering financial rewards, support was higher amongst Providers (60%) and Commissioners (75%).

**Figure 12: Which of the following would you like to see in place as a way of rewarding excellent quality services and providing an incentive to improve? - Service users/public**



Respondents were asked for further suggestions as to how we reward excellent quality.

Service users/public felt it was important that good work was recognised, and many felt that **awards** would be a useful way to do this. Many also commented that giving care workers **fair pay** and **promotion opportunities** was also a way in which excellent quality needed to be rewarded. Service users/public also put forward suggestions as to how we drive out poor quality. There needs to be greater accountability by care providers and **“clear consequences when the quality of care is poor.”** As such, quality should be part of their contractual requirements.

Providers’ suggestions on rewarding excellent quality included **direct awards to staff** and recognition of high quality work. Driving out poor quality can be achieved through **constant monitoring**; increasing staff capacity and staff support; registering providers and introducing an accreditation standard. **On-going investment** was thought important to encouraging excellent quality, with one provider commenting that without it the commissioners are **“contributing to the existence of poor quality”**.

Commissioners highlighted that they felt that **poor management** by the providers is behind poor quality service. **Incentivising staff** and reducing the turnover of staff is highlighted as a way to improve **“the quality to service users and morale of staff”**. Four commissioners felt that rewards would drive up quality, whilst one did not. The need to monitor all types of service to ensure basic quality levels are reached was considered important. In addition, one commissioner felt that providing clear feedback and information to providers on what good quality service looks like could be effective.

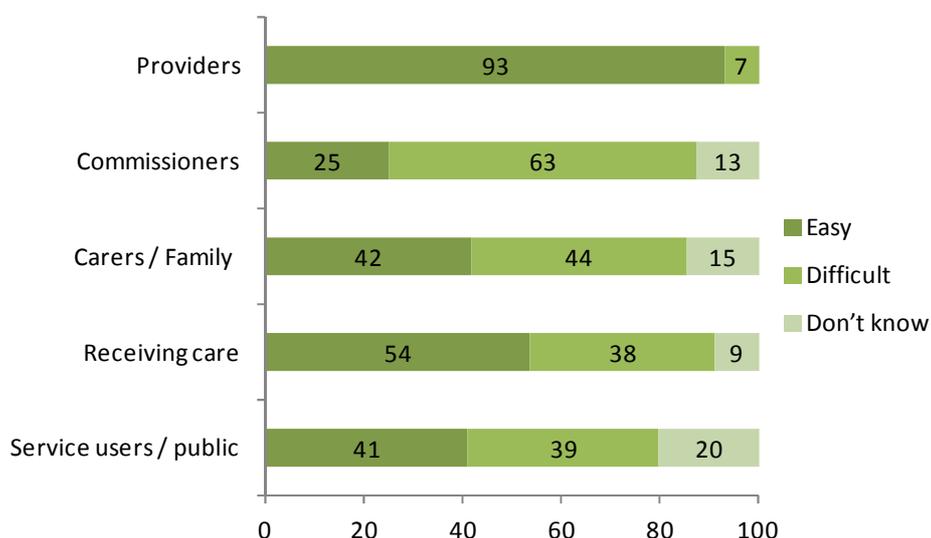
## 8. FEEDBACK AND INSIGHT

### 8.1: How easy is it for people to give their views on the quality of care services provided?

Service users/public were evenly split on whether it was easy or difficult for them to give their views on the quality of services provided. They were also the group most likely to say that they didn't know whether it was easy or difficult for them to share their views.

Commissioners and Providers had very diverse views from services users/public and from each other. The majority of Providers felt that it was easy for people to be able to share their views, whilst the majority of Commissioners were more likely to feel that it was difficult for people to be able to share their views.

Figure 13: Views on whether it is easy or difficult for people to give their views on the quality of services provided



Half of respondents to the Easy Read Survey (50%) felt they had a chance to have their say on their care and support.

Service users/public respondents who found it difficult to share their views were asked to explain the reasons why, and those that were mentioned most frequently are listed below:

- Views are not “*listened*” too or are “*ignored*”.
- It’s never been explained how this could be done
- They don’t like “*criticism*”.
- They are “*not willing to change*”.
- It’s not easy for “*vulnerable people*” to give feedback.
- Fear “*repercussions*”.
- Need “*one point of contact*”.

Commissioners felt that it would be easier for people to give their views if there were “*engagement events with service users, carers, families and the public*”. They also felt that more effort should be directed towards “*listening to the voices of those who really need to be heard*” and not just “*those who shout the loudest*”. In addition, Commissioners stressed the importance of including the views of “*Providers*” feeling they should be listened to because they are “*innovative*”.

## 8.2: Are views taken into account when measuring the quality of care and support services?

Service users/public had mixed opinions on whether their views were taken account of when measuring the quality of services. Those who have been directly in receipt of care are more likely to feel that their views were taken into account (40%). Providers and Commissioners were far more likely to feel that people’s views were taken into account when measuring the quality of services provided.

Those who disagreed where asked to explain their reasons why.

Service users / public were most likely to feel that their views **“were not listened to”**, with others doubting whether or not they would be **“taken into account”**. Others felt that **“promises had not been kept”** and that there was **“a lack of funding”** to act on views, with others also saying that their **“complaint had been dismissed”**.

Commissioners felt it was extremely important that people’s views should be taken into account but they felt this didn’t always happen and that services do not currently **“gather information consistently”** with some collecting more than others. Another felt that views were considered when **“inspections”** were underway but that a great deal **“more feedback”** could be obtained in the longer term. Commissioners highlighted that decisions are often decided based on **“what can be afforded”** rather than people’s views. Some also expressing concerns that Providers think that **“quality is not important but low cost is”**.

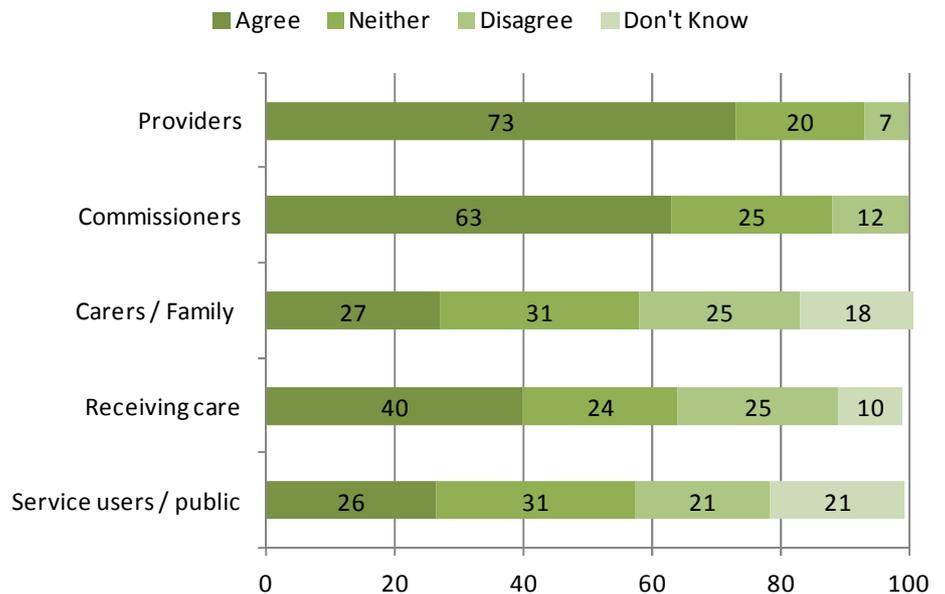
Providers who felt that views weren’t currently being taken into account felt that people’s views do matter. However, when **“budget cuts”** are being enforced it can be difficult to take people’s views on service quality into account. A further Provider also felt that the current way of collecting data is **“biased”** in that **“compliments”** are never used to balance out **“criticism”** on service quality.

## 8.3 Do Commissioners have the insight they need to make commissioning decisions?

The majority of Commissioners neither agreed or disagreed (63%) that they had access to the insight they needed to make commissioning decisions which reflected the needs of Staffordshire residents. This suggests that they are unsure what insight is currently available, and that there is a role for further raising the profile of insight and developing the insight available to ensure it meets their needs.

In a similar vein, just one quarter (25%) agreed that commissioning decisions are informed by and reflect the views and needs of Staffordshire’s residents. The majority of Commissioners (75%) neither agreed nor disagreed with this statement.

**Figure 14: Are views taken into account when measuring quality?**

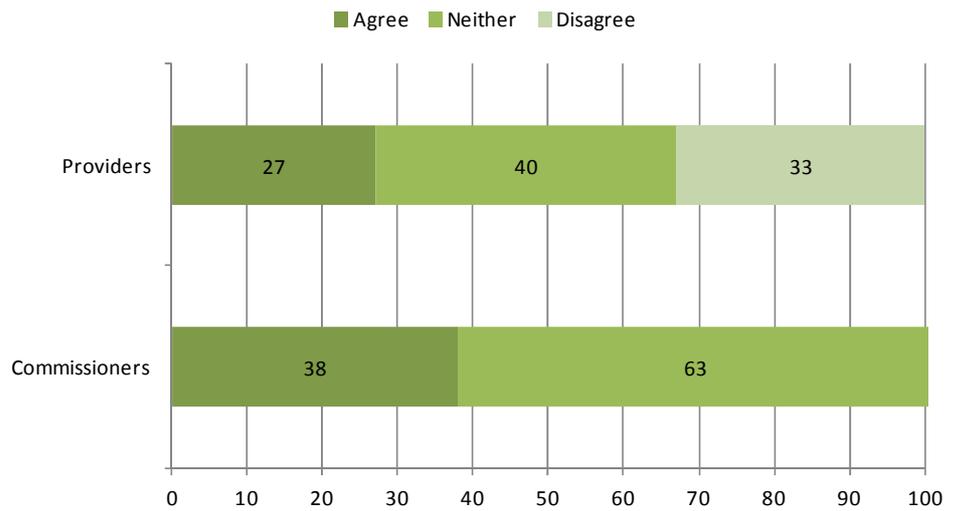


The largest proportion of Providers also neither agreed nor disagreed that they had access to the information they needed to make decisions which reflected the views of Staffordshire residents. One third of Providers (33%) expressed a concern that they didn't have access to the information that they needed.

Providers who felt that opinions weren't currently being taken into account did stress that people's views

matter. Efforts to include the views of people who actually *"use services"* as well as those of staff who actually *"provide care"* should be sought. It is crucial to **listen to staff** who have detailed knowledge of actually *"doing the job"*. In addition, there need to be established routes for providing **confidential feedback** to ensure that everyone is willing to provide much needed feedback. Service users should also be included in *"evaluations"*. In particular it would be useful to collect the views from services users who are no longer receiving care. Often, service users themselves are uncomfortable about being honest when they are receiving poor levels of care, so collecting the views of those who have recently finished receiving care e.g. respite or reablement, would be a valuable way of ensuring the collection of **"honest feedback"**, which could be used to inform the commissioning approach.

Figure 15: Access to insight needed to make commissioning decisions (%)





## APPENDIX 1—SERVICE USER STORIES

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Throughout the consultation process, Engaging Communities Staffordshire spoke to a large number of service users with stories to tell. The below presents a small selection of these stories to give a flavour of the issues and experiences that people have in Staffordshire.

“My husband suffers with dementia and also has some challenging behaviour issues. I have known for sometime that he needed to go into a care home to be cared for properly as his condition was becoming very difficult to manage. Having admitted him to two care homes and later removing him, I settled on one that offered a good staff ratio to client and a home that appeared to specialise in dementia and treat their residents well. The staff appeared well-trained, tidy and professional. They seem well equipped to treat him with dignity and respect and, given all his problems, to treat him as a human being. After two care homes misdiagnosing him I feel calm and in control for the first time in two years! I can begin to adapt to my new life safe in the knowledge that Graham is happy.”

*A family member of someone who is receiving care and support services living in Staffordshire*

‘My son has Down’s Syndrome....we hit brick walls at a local level, he would dearly like to have a job but no help seems to be available. But our carer goes way over the standard. He is not a time watcher and does not in fact sit watching TV and classing that as care. And most importantly he treats my family member as a true friend, so in my son’s eyes they are not carers but friends. After all they are working with real people who just need a bit more help than some. It seems that health care in Staffordshire is very hit and miss with some areas appearing to get better service than others.’

*A family member of someone who is receiving care and support services living in Staffordshire*

“A personalised budget allows my daughter to meet her needs in a flexible way. Generally have found the process in Staffordshire works well. We find the support staff are generally well motivated with pleasant attitudes but we do sympathise with their levels of pay. You need to provide a living wage for all members of staff.”

*A family member of someone who is receiving care and support services living in Staffordshire*

“Having received NHS care - I don't think there is often a lot of "quality control" checking up to see if a "quality service" is actually being received. There is often also a lot of forms/hoops to jump through in order to get help sometimes. I think apart from increasing the funding in caring there is little that will improve the care service - the only thing that can change this (beyond pay) is attitude of all staff involved, at all levels - if everything does their best and sees their work as important (inc managers/admin/councillors etc) then improvement will come.”

*A young disabled woman living in Staffordshire*

“My mother-in-law suffers with dementia and she is getting progressively worse. She is becoming an increasing worry to both me and my husband and we have become anxious about the situation just simply because we don't know what to do or who to turn to. We need information, advice and guidance from a reliable source and preferably one organisation. We want to know what the next steps are likely to be, where we can get access to funding if required, who can help us with a care package and my mother-in-law's assessment. She's coping at the moment and that seems to suffice for social services. How bad do things have to get before someone is able to intervene?”

*A family member of someone who is receiving care and support services living in Staffordshire*

“There is no regular review of whether my care needs are still adequate for me. With changes that have happened in the Service Team, I do not know the name of the person assigned to me! To me, the County Social Services direct a user to one or more voluntary groups and “leave the user to get on with it”.”

*A disabled man living in Staffordshire*

“Mum is safe whilst in day care. She gets a cooked meal each lunchtime and has company whilst we are all at work. The centre is brilliant. The problem was accessing it in the first place and the battles you have to go through with social services for it to be recognised that the person needs support.”

*A family member of someone who is receiving care and support services living in Staffordshire*

## **APPENDIX 2—DRAFT PROPOSED QUALITY STANDARDS**

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Using the results of this consultation, the following presents a draft suggested set of overall quality standards for social care. These standards reflect service user priorities and needs that have been highlighted through the consultation. It is recommended that they are adopted by both Commissioners and Providers of social care in Staffordshire to empower service users to understand the quality of services that they should expect to receive, and to help include service users in the monitoring of quality.

### **I can shape my care**

- I am given the information I need to make the right choices for me on my care needs.
- I am listened to, can feed in my views on my care and am informed of what has happened with my feedback.
- I understand how I can complain about my care services.
- I'm in control of decisions that are made regarding my care.
- My care is flexible to meet my needs if and when they change.

### **I am treated with dignity and respect**

- I feel safe with my carer/worker.
- I am treated as an individual.

### **I am cared for by staff I trust and who know me**

- My carers/workers arrive and leave on time.
- As far as possible I have a consistent carer/worker. If my carer/worker needs to change I'm kept informed and I don't have to retell my life story
- I have carer/worker that gets to know me and my life.
- My carers/workers are appropriately trained and skilled to be able to support me.
- My carers/workers are given enough time to be able care for me effectively.

Nationally, NICE are undertaking a detailed Quality Standards Programme. This will look to develop more specific quality standards by social care condition/service. NICE are expected to report on this in 2013. It is recommended that Staffordshire reflects on the outcome of this work to take forward developing its own local service/condition specific standards.

## Leading for Better Outcomes Community Impact Assessments

Community Impact assessments (CIAs) are intended to record how you have taken account of the following essential areas within your proposal;

- The County Council Strategic Priorities
- Public Sector Equality Duty
- Health inequalities
- Rural issues
- Social Value Act
- Climate change

The Community Impact Assessment is a guide to help you think about statutory obligations and good practice, whenever there is a change to a service or function, i.e. a review or a new service development. The answers to these questions need to include a careful exploration of how the change will impact on communities (in its wider sense), including its implications for tackling health inequalities and how it will address rural issues.

Community Impact Assessments should not be approached as a “tick box” or a one-off exercise at the end of the preparation of your proposal. The intention is to show how the analysis/findings have influenced the shaping of the proposal and the subsequent outcome.

See guidance note and frequently asked questions for further information.

<p><b>Name of proposal:</b></p> <p>Draft Staffordshire Care Quality Compact and Draft Staffordshire County Council Care Quality Strategy 2013-2016</p>
<p><b>State here which of the County Council priorities the proposal will deliver against:</b></p> <p><b>This proposal will deliver against the following 3 County Council priorities</b></p> <ul style="list-style-type: none"> <li>• In Staffordshire's communities vulnerable people are able to live independent and safe lives, supported where this is required;</li> <li>• Staffordshire is a place where people live longer, healthier and fulfilling lives;</li> <li>• Staffordshire’s people are involved in shaping their quality of life.</li> </ul>
<p><b>Project lead: (s)</b></p> <ul style="list-style-type: none"> <li>• Martin Samuels – Commissioner for Care</li> <li>• Amy Jones – Head of Care Market Development</li> </ul>
<p><b>Names of other officers involved</b></p> <ul style="list-style-type: none"> <li>• Nominated officers e.g. Legal, HR and Comms</li> </ul>
<p><b>Date: 23/10/13</b></p>

## Executive summary of the assessment

Nationally and locally, we are facing challenging times in ensuring everyone experiences excellent quality care services; that genuinely meet individual's needs in a personalised way. Addressing these challenges needs to be undertaken in the context of a difficult financial environment of rising costs, set against the backdrop of a global economic downturn that has constrained resources of both central and local Government. Local authorities must therefore ensure they are making best use of their available resources, whilst truly understanding what local communities want and ensure we are able to meet the increasing demands on care services without compromising on quality and striving for excellent quality.

In 2012 Staffordshire County Council published the '*Green Paper for a Revolution in Care Quality*'. The paper set out a vision for a revolution in care quality to build on the previous strategy and demonstrate our commitment to strive for continuous improvement. Above all, the Green Paper aimed to establish a culture of 'zero tolerance' of poor quality. Over 1000 people across Staffordshire responded to the consultation.

The Green Paper consultation helped us to begin to better understand how we can continue to improve quality. It asked those taking part to give their views on a number of areas including:

- Defining what quality means
- How we should reward excellent quality and tackle poor quality
- Whether a set of clear quality standards should be developed so everyone is clear on the level of quality they should expect and be clear what they can do if they are not happy and
- A number of specific proposals put forward to drive a step change in care quality

Analysis of the findings from the consultation highlighted the following key recommendations:

- There is a need to raise expectations of the quality of social care. This 'standard' needs to be clearly communicated to Staffordshire residents.
- The proposed definition of quality is adopted along with all proposals put forward in the Green Paper to improve the quality of care.
- Four key areas were highlighted as specifically needing improvement:
- *Listen to people who services* — this should be regular, systematic and used to inform commissioning and decision making. There is a need to review current mechanisms for service users to give feedback
- Improvements in the *Health and Social Care Workforce* — this included staffing levels, training, professionalism and ensuring that wherever possible caring staff remain consistent
- *Personalisation* — service users must be at the centre of their care plan and feel they have control over the support they receive
- *Better information* — about what services and support are available and how people can access them

In response to our original 'question' and what people told us as part of the consultation we have developed a 'Care Quality Compact' with our CCG Commissioning partners and our own Staffordshire County Council Care Quality Strategy. Our strategy not only responds to what people told us as part of the consultation, it also sets out action we are taking in response to changes in legislation and the outcome of a number of recent inquiries; most notably The Report of the Mid-Staffordshire NHS Foundation Trust Public Inquiry chaired by Sir Robert Francis.

The results of the engagement activity have informed our understanding of wider local need amongst people that use care services and the wider community. The full results of the consultation are set out in the final consultation report produced by Engaging Communities Staffordshire with the key finding of the consultation set out in section 1 of this CIA. The results of the consultation have fundamentally shaped the development of the Compact and strategy.

The Compact and Strategy aims to ensure that any barriers to accessing care services in Staffordshire are removed and to promote excellent services for all that use care services regardless of their age, disability, gender, race, religion or beliefs or sexual orientation.

The outcomes of the intended proposals are that all people who use care services in Staffordshire now and in the future will experience excellent quality care services, regardless of the service; will have the right information to know how to access services and are empowered to have more choice and control when choosing their care services as they have information about the quality of local services.

The proposal encompasses identified priorities arising from an analysis of what people told us as part of the consultation.

The priorities are clearly reflected in the Compact, strategy and implementation plan.

Ultimately success will mean that people that use services regard them as excellent and they feel they always experience excellent quality services that meet their needs fully in a personalised way.

We will monitor the impact of delivery by continuing to engage with people that use care services via a variety of platforms - including established engagement mechanisms as well as further, wider public consultations. We will also continue to collect, collate and analysis intelligence we gather around the quality of services and people experiences and ensure these continue to drive up quality improvements.

Timescales for delivery as detailed within the strategy implementation plan.

A working group of key council officers and stakeholders will continue to meet on a regular basis to monitor activity and delivery against timescale and to monitor how well partners are delivering against the Compact and to agree mechanisms by which this will be scrutinised.

**Signature** Amy Jones – Head of Care Market Development.

## Stage 1: What is the question?

### **How can we ensure that the people of Staffordshire receive excellent quality care services?**

Nationally and locally, we are facing challenging times in ensuring everyone experiences excellent quality care services that genuinely meet individual's needs in a personalised way. Addressing these challenges needs to be undertaken in the context of a difficult financial environment of rising costs, set against the backdrop of a global economic downturn that has constrained resources of both central and local Government. Local authorities must therefore ensure they are making best use of their available resources, whilst truly understanding what local communities want and ensure we are able to meet the increasing demands on care services without compromising on quality and striving for excellent quality.

Our success in meeting this challenge in Staffordshire relies on our ability to understand what quality means to people that use services, what types of services best meet the needs of our local community and ensure we do not waste money on services that are neither of a good quality or are unable to meet peoples needs in the way they want them to. Also, we cannot assume that the challenges we will face tomorrow will be the same as the challenges we face today, so in planning for the future we must anticipate a wide range of issues and further challenges.

Staffordshire County Council has always placed a real emphasis on the importance of excellent quality services for the citizens of Staffordshire; in a marketplace where people have real choice and control over the services they use. A huge number of initiatives have been implemented over the last 5 years striving to ensure that the delivery of excellent quality is central to everything we do. We want to continue to strive to improve quality whilst ensuring people's experiences drive future initiatives and help us bring about a revolution in quality in Staffordshire.

Public concern regarding the quality of health and social care services is also high as a result of a number of recent enquiries and media reports. Cases have highlighted examples of poor care and abuses, causing widespread concern about the quality of care people are receiving both locally and nationally.

Staffordshire County Council is responsible for commissioning a considerable number of services from the care marketplace each year. We currently spend around £93 Million every year on care services in the local economy for Staffordshire people. It is therefore not only a priority to improve the quality of services to ensure people experience excellent quality but also to ensure Staffordshire is receiving good value for money.

In 2012 Staffordshire County Council published the '*Green Paper for a Revolution in Care Quality*'. The paper set out a vision for a revolution in care quality to build on the previous strategy and demonstrate our commitment to strive for continuous improvement. Above all, the Green Paper aimed to establish a culture of 'zero tolerance' of poor quality. Over 1000 people across Staffordshire responded to the consultation.

The Green Paper consultation helped us to begin to better understand how we can continue to improve quality. It asked those taking part to give their views on a number of areas including:

- Defining what quality means
- How we should reward excellent quality and tackle poor quality

- Whether a set of clear quality standards should be developed so everyone is clear on the level of quality they should expect and be clear what they can do if they are not happy and
- A number of specific proposals put forward to drive a step change in care quality

Analysis of the findings from the consultation highlighted the following key recommendations:

- There is a need to raise expectations of the quality of social care. This 'standard' needs to be clearly communicated to Staffordshire residents.
- The proposed definition of quality is adopted along with all proposals put forward in the Green Paper to improve the quality of care.
- Four key areas were highlighted as specifically needing improvement:
- *Listen to people who services* — this should be regular, systematic and used to inform commissioning and decision making. There is a need to review current mechanisms for service users to give feedback
- Improvements in the *Health and Social Care Workforce* — this included staffing levels, training, professionalism and ensuring that wherever possible caring staff remain consistent
- *Personalisation* — service users must be at the centre of their care plan and feel they have control over the support they receive
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In response to our original 'question' and what people told us as part of the consultation we have developed a 'Care Quality Compact' with our CCG Commissioning partners and our own Staffordshire County Council Care Quality Strategy. Our strategy not only responds to what people told us as part of the consultation, it also sets out action we are taking in response to changes in legislation and the outcome of a number of recent inquiries; most notably The Report of the Mid-Staffordshire NHS Foundation Trust Public Inquiry chaired by Sir Robert Francis.

The Staffordshire Care Quality Compact demonstrates that Commissioners of Health and social care services across Staffordshire are serious about improving the quality of care; to ensure people experience excellent quality services and outcomes. The provision of excellent services to the most vulnerable people in Staffordshire sits at the heart of our ability to safeguard our citizens.

The Compact provides the background and context in which we have developed Staffordshire's Care Quality strategy which should be read in conjunction with the strategy. The Compact sets out legislative changes, the outcomes of a number of recent inquiries and the Green paper consultation, all of which bring about an urgent need for health and social care partners across Staffordshire to work together to improve the quality of care. It also sets out the vision and principles under which the Compact will operate, ensuring the development of partners' individual strategies and implementation plans demonstrate how organisations will take responsibility for improving quality and how we will work together to achieve excellent quality.

The Strategy sets out how the County Council will deliver on the vision and principles of the Compact, respond to the results of the Green paper consultation in full and meet the new duty placed on local authorities nationally to ensure a diverse, quality care marketplace. A detailed implementation plan will form part of the strategy which will set out the action we are undertaking to implement proposals in the green paper and beyond.

Those who are intended to benefit from the implementation of this Compact and strategy are current and future users of care services in Staffordshire.

**Stage 2: Knowing your customers/communities: it is important to understand the impact your proposal will have on communities, in relation to the following considerations. This is the opportunity to explore the issues – you may or may not at this point be discussing specific changes/actions although exploration of impact is easier if there are some options available to inform/start the debate.**

### **(1) Equality Considerations:**

Across Staffordshire, people that use care services encompass people with a diverse range of characteristics, including age, disability, gender, race, religious beliefs and sexual orientation.

A widespread public consultation was undertaken resulting in over 1,100 people giving their views. A mixed method approach was taken to ensure that the consultation reached as many of Staffordshire's residents, as well as professionals working in the social care sector, as possible. The following consultation routes were established:

- Online survey aimed at Service Users/Public—including an Easy Read version
- Online survey aimed at Providers of social care services
- Online survey aimed at Commissioners of social care services
- Face-to-face completion of survey with Service Users/Public—undertaken by Engaging Communities Staffordshire (ECS) and its Provider Network
- Focus groups with Service Users/Public—undertaken by ECS and its Provider Network
- Focus groups with Providers/Commissioners—undertake by the Joint Commissioning Unit

The services which respondents had most experience of were day opportunities, assisted technology in the home and home care. Those who had experience of all three of these services were far more likely to be over the age of 50. Respondents to the Easy Read survey were far more likely to class themselves as disabled (59%) and these respondents were more likely to have experience of certain types of care, with day opportunities being used by 56% and care and support at home being accessed by 41%. Respondents over the age of 50 were far more likely to have experience of care and support services. Throughout the consultation process, Engaging Communities Staffordshire spoke to a large number of service users with stories to tell.

The results of the engagement activity have informed our understanding of wider local need amongst people that use care services and the wider community. The full results of the consultation are set out in the final consultation report produced by Engaging Communities Staffordshire with the key finding of the consultation set out in section 1 of this CIA. The results of the consultation have fundamentally shaped the development of the Compact and strategy.

The Compact and Strategy aims to ensure that any barriers to accessing care services in Staffordshire are removed and to promote excellent services for all that use care services regardless of their age, disability, gender, race, religion or beliefs or sexual orientation.

The specific activity we plan to undertake as part of the new quality strategy are set out in a detailed implementation plan; some examples of activity included in the implementation plan are:

- Embed the insight from people who use care services to inform our approach by developing a detailed understanding of wider community needs, so that we offer appropriate services in the right ways, to the right people, in the right places and at the

right time to ensure: Commissioning decisions are always informed by insight from what people have told us and that services commissioned clearly reflect the needs of Staffordshire people.

- Embed an agreed set of quality standards for commissioning activity at all levels across the county council, with partners and Clinical Commissioning Groups, to create a robust care quality charter for Staffordshire; so commissioned services are clear on our expectations of quality and the standards they must meet.
- Improve the amount of information made available to help people make informed decisions about what services to choose.

It is not envisaged that the changes proposed in the Compact and Strategy will affect anybody that uses care services in an adverse way. The main driver for these changes is to create better opportunities for all to empower people with more knowledge and control, a real voice and to reduce disadvantages people may currently experience.

**Useful resources: Community Engagement**

Website: <http://www.intra.staffordshire.gov.uk/ppp/communityengagement>

Consultation Database: <http://www.intra.staffordshire.gov.uk/ppp/communityengagement/db/>

Community Engagement Framework:

<http://www.intra.staffordshire.gov.uk/ppp/communityengagement/strategy/>

Contact: Katharine Dowson (Interim Corporate Community Engagement and Consultation Manager). Tel: 01785 854267

Email: [katharine.dowson@staffordshire.gov.uk](mailto:katharine.dowson@staffordshire.gov.uk)

**(2) Rural considerations:**

**Will the proposal affect services that currently exist in rural areas?**

No

**Could the proposal be delivered through an existing service outlet?**

N/A

**Might the proposal affect travel needs or the cost of travel for rural communities?**

No

**Does the proposal rely on communicating to end users?**

Yes – a detailed communications plan will be developed with Communications to ensure a broad reaching campaign is developed to raise awareness across Staffordshire.

**Might the proposal be delivered through a third-party?**

N/A

**Does the proposal rely on existing infrastructure (e.g. broadband, mobile connectivity, main roads, utilities) for delivery?**

N/A

**Rural County Key Contact:** Hilary Foxley, Rural Development Officer: Tel: 01785 895524

Email: [hilary.foxley@staffordshire.gov.uk](mailto:hilary.foxley@staffordshire.gov.uk)

Further information: [Staffordshire County Council Rural Proofing Checklist](#)

**Useful resources: Performance management framework**

<http://www.intra.staffordshire.gov.uk/ppp/performance/performanceframework/>

### (3) Health considerations:

The proposals aim to improve the quality of care services for people including vulnerable adults through the provision of better quality care services and better information and support to access care services.

The Compact and Strategy supports the realisation of the Staffordshire Health and Wellbeing Board's Joint Health and Wellbeing Strategy for Staffordshire – 'Living Well in Staffordshire'.

#### Useful resources

[Frequently asked questions.](#)

#### Wider determinants of health

<http://www.intra.staffordshire.gov.uk/equality/impact/The-Wider-Determinants-of-Health.pdf>

#### Health Screening Assessment 2010

<http://www.intra.staffordshire.gov.uk/equality/impact/Health-Impact-Assessment.aspx>

#### Key Contact:

Marc Neeld, Health Development Officer – Staffordshire Public Health. 01785 278290.  
[marc.neeld@staffordshire.gov.uk](mailto:marc.neeld@staffordshire.gov.uk)

### (4) Climate change implications

	Question	Answer
1	Business mileage by officer or;	NO
2	Mileage of our badged fleet or;	NO
3	Mileage under contract (e.g. taxis or;	NO
4	Fuel use in our building or other infrastructure (e.g. street lighting) or;	NO
5	Fuel use in the building or on the sites of private sector contractors delivering a service on our behalf or;	NO
6	Waste generated in the workplace	NO
7.	Other	NO

Visit the Climate Change webpages at: [www.staffordshire.gov.uk/climatechange/](http://www.staffordshire.gov.uk/climatechange/) for further information.

### **Stage 3 – Define the outcomes & priorities**

The outcomes of the intended proposals are that all people who use care services in Staffordshire now and in the future will experience excellent quality care services, regardless of the service; will have the right information to know how to access services and are empowered to have more choice and control when choosing their care services as they have information about the quality of local services.

The proposal encompasses identified priorities arising from an analysis of what people told us as part of the consultation.

The priorities are clearly reflected in the Compact, strategy and implementation plan.

### **Stage 4: What will it look like?**

Success will mean we have successfully delivered against and continue to deliver the value and principles of the Compact and that all the activity detailed within the strategy implementation plan is delivered within timescale.

Ultimately success will mean that people that use services regard them as excellent and they feel they always experience excellent quality services that meet their needs fully in a personalised way.

We will monitor the impact of delivery by continuing to engage with people that use care services via a variety of platforms - including established engagement mechanisms as well as further, wider public consultations. We will also continue to collect, collate and analyse intelligence we gather around the quality of services and people experiences and ensure these continue to drive up quality improvements.

Timescales for delivery as detailed within the strategy implementation plan.

A working group of key council officers and stakeholders will continue to meet on a regular basis to monitor activity and delivery against timescale and to monitor how well partners are delivering against the Compact and to agree mechanisms by which this will be scrutinised.

### **Stage 5: How will you get there?**

'How we need to get there' and timescales are set out in detail within the Strategy and implementation plan, which reflects a holistic analysis of the data, consultation, intelligence gathered to develop the strategy.

We will continue to engage fully with partners and wider stakeholders

## Stage 6: Measuring the impact

As set out in the previous section we will monitor the impact of delivery by continuing to engage with people that use care services via a variety of platforms - including established engagement mechanisms as well as further, wider public consultations. We will also continue to collect, collate and analysis intelligence we gather around the quality of services and people experiences and ensure these continue to drive up quality improvements.

Timescales for delivery as detailed within he strategy implementation plan.

A working group of key council officers and stakeholders will continue to meet on a regular basis to monitor activity and delivery against timescale ad to monitor how well partners are delivering against the Compact and to agree mechanisms by which this will be scrutinised.

## Publication

- During the development of the proposal, the CIA will evolve and be updated.
- The PSED requires public bodies to publish how the Equality Act 2010 is being met. The CIA should be a key piece of evidence.

Therefore, please advise whether the CIA can be published (placed on the Staffordshire WebPages for public viewing), tick which applies;

Yes, ok to publish	
Not just yet; await further instructions	x

The Equalities Team will quality-assure some CIAs, particularly those completed due to major service changes. It is important to note that the Equalities Team will not have the intricate knowledge about the service/policy, and therefore any feedback provided is general advice and not instructions per se.

Please return copy of the CIA to the county's Equality Team  
Rashida Gilkes  
Communities & Equalities Policy manager  
Tel: 01785 276821  
[rashida.gilkes@staffordshire.gov.uk](mailto:rashida.gilkes@staffordshire.gov.uk)

Suzanne Jenkins  
Communities & Equalities Policy Officer  
Tel: 01785 854553  
[Suzanne.jenkins@staffordshire.gov.uk](mailto:Suzanne.jenkins@staffordshire.gov.uk)

**Once you have a completed your CIA you will need to complete this précis for all Cabinet and Cabinet member delegated decisions.**

<b>Name of Policy/Project/Proposal:</b> Draft Staffordshire Care Quality Compact and Draft Staffordshire County Council Care Quality Strategy 2013-2016
<b>Responsible officer:</b> Amy Jones – Head of Care Market Development
<b>Commencement date &amp; expected duration:</b> December 2013 – December 2016

	<b>Impact Assessment</b>	
	<b>+ve/neutral/ -ve</b>	<b>Further information [Degree of impact and signpost to where implications reflected within the report/main Assessment]</b>
<b>Assessment next to Outcomes and impact areas</b>		
Prosperity, knowledge, skills, aspirations	positive	Please see full CIA, draft Compact, Strategy and Implementation plan
Living safely	positive	Please see full CIA, draft Compact, Strategy and Implementation plan
Supporting vulnerable people	positive	Please see full CIA, draft Compact, Strategy and Implementation plan
Supporting healthier living	positive	Please see full CIA, draft Compact, Strategy and Implementation plan
Highways and transport networks	neutral	
Learning, education and culture	positive	Please see full CIA, draft Compact, Strategy and Implementation plan
Children and young people	neutral	
Citizens & decision making/improved community involvement	positive	Please see full CIA, draft Compact, Strategy and Implementation plan
Physical environment including climate change	neutral	
Maximisation of use of community property portfolio	neural	
Impact on rural areas		
<b>Equalities impact</b>		
Age	positive	Please see 'Equalities considerations' section of the full CIA
Disability	positive	Please see 'Equalities considerations' section of the full CIA
Ethnicity	positive	Please see 'Equalities considerations' section of the full CIA
Gender	positive	Please see 'Equalities considerations' section of the full CIA

Religion/Belief	positive	Please see 'Equalities considerations' section of the full CIA
Sexuality	positive	Please see 'Equalities considerations' section of the full CIA
	<b>Impact/implications</b>	
<b>Resource and Value for money</b>	Neutral – within current resources	
<b>Risks identified and mitigation offered</b>	N/A	
<b>Legal imperative to change/implications (including the Social Value Act 2012)</b>	.N/A	

**Author:** Amy Jones – Head of Care Market Development

.....  
**Key messages;**

- All the factors that you are asked to consider as part of compiling your CIA are important and expected to shape your proposal. Without this consideration your proposal will not be as complete or effective as it might be and may be open to a successful challenge against its introduction.
- A more recent consideration to be added is in respect of the County Council's statutory obligation to meet the Social Value Act 2012. If the proposal you are undertaking involves procurement the requirements of the legislation **must** be addressed within the proposal. See Social Value Act 2012 guide on our intranet pages.  
<http://www.intra.staffordshire.gov.uk/equality/impact/CommunityImpactAssessment.aspx>
- The template alone will not stand up to public challenge or a judicial review, particularly where equality issues are concerned. Therefore, it is important to show how the analysis has shaped the core body of the proposal and how it has influenced decisions.

**Help with CIAs:**

Rashida Gilkes & Suzanne Jenkins (Equality considerations)  
Hilary Fox (Rural considerations)  
Marc Neeld (Health considerations)

**Useful resources:**

Staffordshire Observatory  
Community Engagement Framework  
CIA guidance notes and Frequently Asked Questions  
Social Value Act 2012 public sector guide



**Cabinet Meeting on Wednesday 18 December 2013**

Outcome of statutory consultation on a proposal to enlarge Rykneld Primary School, Burton on Trent

**Ben Adams, Cabinet Member for Learning and Skills said,**

**“The proposal to enlarge Rykneld Primary School is part of our long-term vision for education in Burton on Trent. We have already invested over £20m in schools in Burton to ensure they are well placed to cope with increasing demand for school places, and this latest measure will ensure parents in the area have as much choice as possible when it comes to their child’s education.**

**“This latest measure is part of our ambition to create a prosperous Staffordshire where young people can learn, grow and make a significant contribution to the success of the area. By acting now, we can ensure we are ready to meet future pressures on pupil places in the area.”**

1. The county council’s overriding priority is for a prosperous economy that will provide jobs and opportunities to help make Staffordshire a safe, healthy and aspirational place to live in. The proposals in this report help to ensure children in the Branston area of Burton have the best start in life and get a good education so they are well prepared for their adult lives.
2. Over the past two years county council has invested over £20m to build three primary schools in Burton and expand capacity at other schools. This work has ensured the county is well placed to meet the demand of 1,000 extra primary school places in area over the next 10 years.
3. The county council has a statutory duty to ensure that there are enough school places and it is important, therefore, that decisions are taken to provide places for all the children of Burton. The proposal is a result of a proposed housing development and will be funded by the developer.

**Report Summary:**

4. Following the conclusion of the statutory public consultation period, Cabinet is asked to consider the responses received and to determine whether to progress the proposal and to publish a formal Statutory Proposal.

**Recommendation(s)**

I recommend that:

1. Cabinet approve the publication of a statutory proposal to enlarge Rykneld Primary School Burton.

<b>Local Members Interest</b>	
Tim Corbett,	East Staffordshire - Needwood Forest

## **Cabinet – 18 December 2013**

### **Outcome of statutory consultation on a proposal to enlarge Rykneld Primary School, Burton**

#### **Recommendations of the of the Cabinet Member for Learning and Skills**

1. That Cabinet approve the publication of a statutory proposal to enlarge Rykneld Primary School in Burton.

#### **Report of Deputy Chief Executive and Director for People**

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

2. The county council is committed to providing the best possible start for young people, which means ensuring that every child who needs a school place in their area has one available. Our vision for improving education in Staffordshire is for all children to be in schools judged as good or outstanding by OFSTED.
3. Following the approval of a new 660-home development at “Land South of Branston”, the county council consulted on a proposal to enlarge Rykneld Primary School in Branston to provide sufficient additional school places.

##### **Background**

4. Like many other towns and cities across the country, the number of children born in Burton upon Trent has increased, new homes have been built and new families have moved into the town. As the number of children is increasing the number of primary school places must be increased.
5. In July 2013, planning permission was granted for the employment and residential development of “Land South of Branston”, including 660 homes which are projected to generate around 140 primary school children.
6. Staffordshire County Council has a statutory duty to ensuring that there are sufficient school places in the county and consulted recently on a proposal to enlarge Rykneld Primary School in Branston.

7. The responses received during the formal consultation period are shown in Appendix A, together with a commentary from the Deputy Chief Executive and Director for People.
8. Rykneld is a popular and oversubscribed primary school, is rated by OFSTED as “good” and has around 460 full-time pupils on roll. The proposed enlargement would increase the school’s capacity by 161 places (from 469 to 630 places). It would enable the Published Admission Number (for children starting full-time school) to increase in line with the housing development from 67 places at present to 75 and then 90 by around September 2019.
9. The proposal has the full support of the governing body and would be fully funded by the developer. Separately, the developer is seeking planning permission for the building scheme to include: six classrooms to replace temporary classrooms in mobiles; four additional classrooms; a second hall; three specialist rooms; five small group rooms; and an all-weather pitch.
10. An alternative option considered but not pursued was the creation of a new small primary school within the development site that would grow eventually and provide 210 places. The new school would provide more places than needed from the housing development and would attract children from elsewhere. Whilst both options would provide extra school places, only the proposed enlargement of Rykneld would a) enable the school to serve the whole of the Branston community and b) would fund the replacement of six mobile classrooms and significant improvements to the school’s facilities for the benefit of all of Branston’s pupils. The proposal to enlarge an established successful and popular primary school provides a strong foundation to help ensure that all children, present and future, can benefit from a good or outstanding education.
11. With Cabinet approval, a statutory notice would be published in January. Cabinet would consider any comments or objections received during the statutory four-week “representation period” and determine the proposal in March 2014.

**List of Background Documents:**

The public consultation document can be viewed at the Burton Places website:  
[www.staffordshire.gov.uk/burtonplaces](http://www.staffordshire.gov.uk/burtonplaces).

**Report Commissioner:** Anu Singh  
**Job Title:** Head of Business Improvement  
**Telephone No:** 01785 854993  
**Email:** anu.singh@staffordshire.gov.uk

**Summary of Community Impact Assessment (including a Health Impact Assessment if applicable) for Outcome of statutory consultation on a proposal to enlarge Rykneld Primary School, Burton**

SCC's Priority Outcomes & Impact Areas	Impact Assessment	
	Impact	Provide brief detail of impact
Prosperity, knowledge, skills, aspirations	Positive	Will ensure sufficient local school places for children and families, in response to rising numbers of births and children, as well as supporting the local economy.
Living safely	Neutral	
Supporting vulnerable people	Neutral	
Supporting healthier living	Positive	It is vital for the well-being of children and families that there is good quality, accessible primary education available. Provision of an all-weather pitch would enable sports to be enjoyed throughout the year.
Highways and transport networks	Neutral	Whilst more children born means inevitably more journeys, the location of additional places are close to the areas of population growth where places are needed, which will help support sustainable methods of home-to-school travel. All of the proposed homes are within More than half the new homes will be within 500 metres of Rykneld and all within 1 kilometre.
Learning, education and culture	Positive	More primary school places to "ensure the best start in life and to receive a good education".
Children and young people	Positive	Eventually all 630 children at Rykneld would benefit from the major investment in new and improved facilities. Over 200 children taught currently in mobiles would move into brand new permanent classrooms.
Citizens and decision making, improved community involvement	Positive	Public consultation on the proposal was conducted between 6 November and 3 December and consultation meetings held on 21 November.  If the report is approved, a statutory proposal would be published for the Rykneld enlargement with a further "representation period" for comment and objection.
Physical environment including climate	Negative	The impact of any new building work in terms of embedded carbon will be negative but

change		would be minimised by using local, low impact construction materials as far as possible.
Maximisation of use of community property portfolio	Neutral	The proposal would deliver significant investment in facilities within the existing school site.
<b>Equalities Impact</b>	Impact: (positive / neutral / negative)	Provide brief detail of impact
Age	Positive	More primary school places to be provided.
Disability	Positive	Accessibility would be improved.
Ethnicity	Neutral	School admission policies cannot discriminate on grounds of ethnicity.
Gender	Neutral	The primary school would remain co-educational.
Religion / Belief	Neutral	Priority for places would not be given on grounds of religion or belief.
Sexuality	Neutral	School admission policies cannot discriminate on grounds of sexuality.
	<b>Impact / Implications</b>	
<b>Resource and value for money</b> (in consultation with finance representatives)	As part of the granting of planning permission for Land South of Branston, the developer has agreed planning obligations to fully fund the building project.	
<b>Risks identified and mitigation offered</b> (see corporate risk register categorisation)	If Cabinet do not approve this proposal, it would significantly jeopardise the county council's ability to secure school places when they are required.	
<b>Legal imperative to change</b> if applicable (in consultation with legal representative)	The county council has a statutory duty to ensure the sufficient supply of school places and to promote diversity in school provision.	

**Report Commissioner:** Anu Singh, Head of Business Improvement

## COMMENTARY FROM DEPUTY CHIEF EXECUTIVE AND DIRECTOR FOR PEOPLE

1. By the closing date eight responses had been received. Whilst there was **broad agreement that the additional school places are necessary but concerns focussed on.**
  - a. the potential impact of on All Saints CE (C) Primary School, Rangemore
  - b. consideration of alternatives, such as building a brand new school that would be capable of future expansion
  - c. impact on school standards during a building project
  - d. traffic and parking concerns
2. Responses 1, 3 and 8 raise concerns about the **impact on All Saints CE (C) Primary School, Rangemore**. Response 4 asks why children would be “transported to a school in Burton rather than use the existing 'good' school that has places”. Response 8 asks **if the proposal is based upon robust data as too much capacity could pull pupils away from All Saints** and threaten its existence.
3. Whilst Rykneld Primary School is adjacent to the housing development on Land South of Branston, **All Saints is approximately three miles away**. All Saints and the village of Tatenhill are closer to another proposed housing development in Burton at Branston Locks.
4. All Saints is a small (105-place) Church of England Primary School which admits up to 15 pupils per year. It was judged by OFSTED in 2011 to be a “good” school and should continue to attract parents from outside the village. The school has around 7 places available and **All Saints is projected to be full or close to full** for the foreseeable future.
5. The projections used assume that there will be 21 primary aged children for every 100 houses built. This is a modest projection which is in line with recent developments in the town. The pupil projections used assume that parents from Branston and elsewhere outside the All Saints’ catchment area will continue to choose the school. In January 2013 there were 21 children on roll at the school from the Branston area. **The rising population in Burton provides increased opportunities for all schools to attract children.**
6. With regard to transport, children from the housing development would be less than two miles from Rykneld and would not be entitled to free school transport.

7. Response 2 considers it “**more sense to build an entirely new school**” ... “which would be expandable should further building occur”.
8. The building of a new school was considered but **the proposal to enlarge Rykneld would provide the additional places needed and benefit all the school’s pupils through significantly improved facilities** and the replacement of six temporary classrooms. Without the developer funding, the school or county council would not have the resources to make these improvements. It should be noted that the Rykneld site limits the size to 630 places and absolutely no consideration has or is being given to growth beyond this. Elsewhere in the area, new primary schools are intended on the strategic sites of Branston Depot and Branston Locks.
9. If a new school capable of being expanded was sought on the housing site then the county council would require an agreement from the developer to identify a larger site area for a school than that necessitated from 660 homes.
10. Response 4 comments on the **potential impact on standards** of a school enlargement and asks for **alternative options to be considered**.
11. It is the case that any major building project requires, in particular, the time and input of the headteacher and the governing body, whichever school is enlarged. **The potential expansion has been promoted and supported by the governing body** for almost two years and they are working positively with the developer. School staff are positive about the proposal and the headteacher is supported by a large Senior Management Team. During the works, the school’s stated priority is to ensure that educational provision remains good or better.
12. The alternative option considered was to build a new school within the housing development. However, the proposed enlargement of Rykneld provides the extra places at a good school as well as improving the facilities at the school for around 460 existing pupils
13. NB The respondent notes incorrectly that the school will be using six mobile classrooms: in fact, the proposal would replace the mobiles with six permanent classrooms.
14. In Response 5, questions are raised regarding **parents parking** on Festival Road and **construction traffic**. Branston Parish Council, in Response 6, considers that they must object on the grounds of **poor infrastructure and pedestrian crossing facilities**. Response 8 raises concerns about **traffic around the school**. Response 8 raises concerns about **traffic around the school** but concludes that planned improvements would help but not resolve the problem.
15. As noted above, in Response 8 some improvements will be made to highways and nearby parking as part of the approved planning permission for the South

of Branston development. Similarly, **when the planning application to extend the school is submitted further consideration will be given by the Planning Committee to any additional necessary improvements.** The planning application will include proposals regarding site traffic.

16. **Whilst the concerns raised above should be noted these are planning matters:** Cabinet is being asked to give its approval to the principle of extending Rykneld. The implementation of this proposal would be subject to the granting of planning permission.

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### CONSULTATION RESPONSES RECEIVED (personal responses anonymised)

17. **RESPONSE 1:** I have read the consultation document thoroughly and **feel that the plan seems wholly appropriate** for the projected number of additional places needed in Burton. The concern I would like to log is our **concern for the effect this will have on our good, thriving primary school in Rangemore.** We do not expect to take children from the development unless families are seeking a small, rural, Church of England Primary school but we do admit approximately  $\frac{1}{4}$  of our population from Branston and approximately  $\frac{1}{4}$  from Burton, a total of circa 50 pupils. Do you think that it may be that there will still be a need for places because people who live in Branston may take places at Rykneld instead of us and this still leave a deficit of places in the locality and thus **have a detrimental impact on Rangemore** and your plans for the future?

- 
18. **RESPONSE 2:** I think it would make **more sense to build an entirely new school.** A school with over 600 pupils is very large but just manageable given the location of the school. If further building occurred which is always very likely these days **expanding this school to 750 would make it far too large** and access very difficult. However, **a new school could be built which would be expandable should further building occur.**

- 
19. **RESPONSE 3:** As a teacher at **All Saints Primary, Rangemore** I would like to make the following comments about the proposed development at Rykneld Primary as I have some **concerns about the effect this will have on our school.**

20. Currently our school's intake from the Branston area is approximately a quarter of our population, with a further quarter coming from nearer to the centre of Burton - a total of about 50 pupils. (We would not and do not, expect to take children from the new development unless families were seeking a small, rural, Church of

England Primary, but this is obviously what a significant number of families require at present.)

21. The plan for **increased places across Burton, seems wholly appropriate**, especially due to the projected housing development in the Branston area, but some of the new development is as near to Rangemore, as it is to Rykneld.
22. Has the knock on effect on our school, and others (especially the smaller ones) in the local area been taken into account? **What do the authority expect and what models, or forecasts have you looked at for ALL schools in the area long term?**

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23. **RESPONSE 4:** I would like to query the proposal for additional pupil places to be provided at Rykneld Primary School, Burton.

24. After reading the proposal I noted that the new housing development actually neighbours the village of Tatenhill. As far as I'm aware the catchment area of Tatenhill lies currently with Rangemore CE Primary School. I would like to ask the consultation **why it has been decided for the new residents of Tatenhill to be transported to a school in Burton** rather than use the existing 'good' school that has places available?

25. I have **grave concerns that the small, rural school has been overlooked** in preference of a large town school and that the future of rural schools will be undermined.

26. I noticed that 6 **classrooms at Rykneld will be 'mobile'**. Surely this is not a 'good' teaching environment for pupils. I know I would not be happy as a parent for my child to be taught in such conditions. I would also like to point out the consequences of increasing pupil numbers to create such a large school. I am aware that Hilton Primary school's pupil roll increased to 800+ following a similar housing development. In it's last Ofsted it received a 'needs improvement' rating, mostly due to the challenges it faced with increasing teacher numbers and not having the right environment available for teaching. Hilton is a Derbyshire school but it may be worth Staffordshire reflecting on the similar situation and looking at a more suitable alternative.

27. **Overall, I would like the council to consider alternative options** which will be best for the future of the new children in the area and which support the town and villages of Staffordshire.

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28. **RESPONSE 5: In principle I agree to the proposal** but I would like to raise a couple of questions as we live down Festival Road which runs adjacent to the main school drive.

29. We already have **issues at school time with parents parking down our road** in a dangerous manner and blocking drives so this problem would only be

increased if the school is increased in size. Could you please consider putting double yellow lines someway down our street?

30. Also I am concerned about the noise of the construction vehicles going down the school drive as it runs along the bottom of our garden. I understand that there will obviously be an increase in traffic down there but **will there be time periods when no vehicles will be allowed?** For example we don't want heavy lorries etc going down early in the morning disturbing us.

- 
31. **RESPONSE 6:** Branston parish council has instructed me to contact you on their behalf regarding the above. Whilst **the parish council has no objection in principle for Rykneld School** being extended, on the grounds of poor infrastructure and pedestrian crossing facilities they have to **object to the extension: the safety of local children/residents is key.**

- 
32. **RESPONSE 7:** Tatenhill Parish Council considered this proposal at their meeting this week. Tatenhill is the next parish travelling west from Branston and the Parish Council is acutely aware of the impact the loss of their local Primary school, All Saints (C) Primary in Rangemore village would have on the community of Rangemore. Some 50% of the current pupil role travel to Rangemore from or through Branston from areas further east in Burton itself.

33. Superficially the proposal to expand Rykneld school to accommodate the additional places anticipated to be generated from the development of the land south of Branston appears to be very sensible. However, there are concerns that there is the **potential for the number of places anticipated not being achieved**, for a variety of reasons. Any **spare capacity at Rykneld could pull pupils away from Rangemore school and threaten its existence.** The recent granting of outline permission for the Branston Locks development also introduces the provision of additional primary spaces which could also threaten All Saints School Rangemore.

34. Hence Tatenhill Parish Council wish to express its concerns over the proposal; they **seek to ensure that the proposal is based on robust, up to date calculations of the anticipated need.** In these days of parental choice has the model been amended to accommodate this? Can the two sites, land south of Branston and Branston Locks be modelled as one to ensure that the required number of combined places is accurately predicted? Has the potential impact on All Saints Rangemore been considered for both proposed increases in Branston's primary provision?

- 
35. **RESPONSE 8:** The proposal does not address any of the **traffic concerns around the locality of the school**, particularly at school start and finishing times. The area is very busy at these times already and the building of houses on the land south of Branston will not only mean the alteration of the Main Street

junction next to the school to help cater for the greatly increased traffic volumes from this development but will also mean having more parking restrictions along Main Street. I appreciate that a new small car park may be available to share with the shop businesses may help but certainly not resolve the problem.

36. Unfortunately nowadays we live with the fact that many children are taken to school in cars and we **should be making provision for this** occurrence and not just ignoring it as has been done with this planning application. A solution could be to create a drop off point at the rear of the Toby Inn. This is a very quiet cul de sac and could be made adjacent to the school making it very safe place and at the same time reduce the pressure on the other hazardous drop off locations around Main Street / Old Road.
37. These extra school classrooms will increase the vehicles in the area and more consideration should be given to the issues they generate outside the school boundaries.

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**Notes of a public consultation meeting held at Rykneld Primary School on  
Thursday, 21 December 2013 at 7.00pm.**

38. Present: Ben Adams, Cabinet Member for Learning & Skills,  
Anna Halliday, Commissioner for Education & Wellbeing  
Geoff Crockett, County Improvement Officer  
Andrew Marsden, County Commissioner for Access for Learning  
Stuart Lane, Strategic Projects Lead
39. Three members of the public were present.
40. Anna Halliday briefly outlined the purpose of the consultation meeting being undertaken and informed those present that this was their opportunity to express their views on the proposal to enlarge Rykneld Primary Schools. The consultation ends on 3 December 2013 and Cabinet consider the views on 18 December.
41. Ben Adams indicated that the County Council wanted to support good schools like Rykneld Primary. He mentioned that the extra sports pitch being provided was good for the community of Branston.
42. Andrew Marsden informed all present that:
- Rykneld was oversubscribed with over 100 applications seeking 67 Reception places
  - Build will take approximately 12 months
  - Options considered were to build a new school or enlarge Rykneld Primary.
43. Those present expressed the following views:
- No objections were raised to the proposed enlargement

- Came to really see the pictures of the new school as they have a child coming in about 18 month.
- Concern that the area floods so wanted the County Council to take that into account
- Concern about the building of houses at nearby Branston Depot and concerns that there may be another school and if there would be any changes of catchment areas. Also enquiry if the new school at Branston Depot could be an annexe of Rykneld.

44. During the course of the meeting a response was given to all of the issues raised, including the possible timetable. The meeting closed at 7.40pm.

45. NB At the governors and staff meeting held earlier the same day, no objections or concerns were raised and there was full support for the proposed enlargement.

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## FORWARD PLAN OF KEY DECISIONS

**Period: 15 January 2014 - 15 May 2014**

The Forward Plan of Key Decisions is prepared on a monthly basis and published at least 28 days before the start of the period covered.

“Key Decisions” are defined as those Executive decisions which are likely:

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

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

The Membership of the Cabinet consists of:

Leader of the County Council – Philip Atkins  
Deputy Leader and Cabinet Member for Finance, Resources and Transformation – Ian Parry  
Cabinet Member for Care – Alan White  
Cabinet Member for Children, Communities and Localism – Mike Lawrence  
Cabinet Member for Economy and Infrastructure – Mark Winnington  
Cabinet Member for Health and Wellbeing – Robert Marshall  
Cabinet Member for Learning and Skills – Ben Adams

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

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

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

**John Tradewell**  
**Director of Democracy, Law and Transformation**

**Contact Officer:** Mike Bradbury (01785) 276133

**Forward Plan of Key Decisions**  
**Period: 15 January 2014 - 15 May 2014**

**NOTE:**

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

Anticipated Date of Decision	Public or Private Decision	Title and Description	Background Documents	Consultation	Contact Officer
January 2014	Public	<p><b>Strategic Plan 2014/15 to 2018/19 and the Medium Term Financial Strategy (Deputy Leader of the Council and Cabinet Member for Finance, Resources and Transformation (Ian Parry))</b></p> <p>To consider progress regarding the preparation of the Strategic Plan and to consider any recommendations from The Innovation and Efficiency Board and The Senior Leadership Team regarding the overall Budget Strategy and the detailed budget targets, including savings and investments options.</p>		In addition to the general budget consultation, any specific consultation, if appropriate, will be determined by the nature of any issues raised in the Strategic Plan and Medium Term Financial Strategy.	Andy Burns (Tel: 01785 27 6300) <b>Service Area:</b> Fin & Res
January 2014	Public	<p><b>Approval of revised Minerals and Waste Development Scheme (Cabinet Member for Economy and Infrastructure (Mark Winnington))</b></p> <p>The Minerals and Waste Development Scheme provides details of the Council's programme for the preparation of development plan documents. The Scheme is revised to include a timetable for the preparation of the new Minerals Local Plan and the Council is required to resolve that the</p>		Service users	Ian Benson (Tel: 01785 27 6550) <b>Service Area:</b> Place

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		scheme is to have effect and in the resolution specify the date from which the scheme is to have effect.			
January 2014	Public	<p><b>Determination of statutory proposal to alter the upper age range of Coppice Special School (Cabinet Member for Learning and Skills (Ben Adams))</b></p> <p>Following a period of statutory consultation by the Governing Body of the Blackfriars Coppice Federation, a statutory proposal was published to alter the upper age range of Coppice School. The proposal would consolidate post 16 provision for Coppice and Blackfriars to Blackfriars FE College in Bucknall and enable development of the Coppice Annexe as a Federation Vocational Centre.</p>	Consultation document published by Blackfriars Coppice Federation (September 2013)	Parents and staff of Blackfriars and Coppice Schools, local schools, local county councillors, Borough Council, MP, trade unions and professional associations and residents	Andrew Marsden (Tel: 01785 278787) <b>Service Area:</b> People
January 2014	Public	<p><b>Modernisation of Day Opportunities for People with Learning Disabilities (Cabinet Member for Care (Alan White))</b></p> <p>To make recommendations for the further modernisation of existing in-house social care services in the delivery of personalised support for people with learning disabilities.</p>	None	People who use services, cares, staff teams across People, Trade Unions, SLT, PSLT, Partnership Trusts, District Councils and Elected Members.	Anu Singh (Tel: 01785 277110) <b>Service Area:</b> People
January 2014	Public	<p><b>Treasury Management, Annual Investment and Minimum Revenue Provision Strategies 2014/15 (Deputy Leader of the Council and Cabinet Member for Finance, Resources and Transformation (Ian Parry))</b></p> <p>Treasury management strategy for the forthcoming financial year.</p>	Treasury Management, Annual Investment and Minimum Revenue	Staffordshire residents	Chris Gibbs (Tel: 01785 27 6331) <b>Service Area:</b> Fin & Res

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			Provision Strategies 2013/14		
January 2014	Public	<p><b>Achieving Excellence: Libraries in a Connected Staffordshire (Cabinet Member for Children, Communities and Localism (Mike Lawrence))</b></p> <p>The paper will outline recommendations on how the Libraries service can support the County Council in delivering its priority outcomes.</p>	None	Service users, wider Staffordshire Communities	Janene Cox (Tel: (01785) 27 8368) <b>Service Area:</b> Place
January 2014	Public	<p><b>2013 refresh of the Joint Municipal Waste Management Strategy for Staffordshire and Stoke-on-Trent (2007 - 2020) (Cabinet Support Member - Environment and Rural Affairs (Gill Heath))</b></p> <p>To review and refresh the Joint Municipal Waste Management Strategy (JMWMS).</p>	Joint Municipal Waste Strategy for Staffordshire and Stoke-on-Trent	Service Users, Staffordshire and Stoke Residents, Environment Agency	Ian Benson (Tel: 01785 27 6550) <b>Service Area:</b> Place
January 2014	Public	<p><b>Decision on School Funding Formula for 2014-15 (Cabinet Member for Learning and Skills (Ben Adams))</b></p> <p>To agree the recommended option for a new funding formula for Staffordshire schools for 2014-15, following consultation with all schools and the Schools Forum</p>	None	Consultation with all schools and the Schools Forum	Anna Halliday (Tel: 01785 278774) <b>Service Area:</b> People
February 2014	Public	<p><b>Strategic Plan 2014/15 to 2018/19 and the Medium Term Financial Strategy (Deputy Leader of the Council and Cabinet Member for Finance, Resources and Transformation (Ian Parry))</b></p> <p>To consider further progress regarding the preparation of the Strategic Plan. To review the MTFs in light of the outcomes</p>		In addition to the general budget consultation, any specific consultation, if appropriate, will be determined by the nature of any	Andy Burns (Tel: 01785 27 6300) <b>Service Area:</b> Fin & Res

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		of budget consultation events and any further recommendations from the Innovation and Efficiency Board, Senior Leadership Team and the Corporate Review Committee regarding the overall Budget Strategy and the detailed budgets, including savings, pressures and investments options.		issues raised in the Strategic Plan and Medium Term Financial Strategy.	
February 2014	Public	<b>Achieving Excellence for Older People (Cabinet Member for Care (Alan White))</b> Cabinet will (a) consider the results of the public consultation on the draft Staffordshire Frail Elderly Commissioning Strategy; (b) adopt the Strategy, in light of the consultation.		Full Public Consultation and all partners	Martin Samuels (Tel: 01785 895760) <b>Service Area:</b> People
February 2014	Public	<b>Approval of revised Statement of Community Involvement (Cabinet Member for Economy and Infrastructure (Mark Winnington))</b> The Statement of Community Involvement sets out the local standards for consultation on plan making and planning applications. The Statement has been revised and following consultation on the revisions, it is a requirement for the revisions to be reported to the Cabinet for adoption.		Service users	Ian Benson (Tel: 01785 27 6550) <b>Service Area:</b> Place
February 2014	Public	<b>Third Quarter Budget Monitoring Report (Deputy Leader of the Council and Cabinet Member for Finance, Resources and Transformation (Ian Parry))</b> To update Cabinet with the third quarter performance against the delivery of the 2013/14 Budget.		Cabinet, Senior Leadership Team, Directorate Management teams.	Andy Burns (Tel: 01785 27 6300) <b>Service Area:</b> Fin & Res

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February 2014	Public	<p><b>Infrastructure+ (Cabinet Member for Children, Communities and Localism (Mike Lawrence), Cabinet Support Member - Transport and the Connected County (Simon Tagg), Cabinet Member for Economy and Infrastructure (Mark Winnington))</b></p> <p>Decision to award Infrastructure+ contract to preferred bidder.</p>		Potential service providers, stakeholders, public, members, employees	Ian Turner (Tel: 01785 277228) <b>Service Area:</b> Place
February 2014	Public	<p><b>Kingswood Lakeside - Financial / Delivery Update (Cabinet Member for Economy and Infrastructure (Mark Winnington))</b></p> <p>Updating Cabinet on the financial &amp; delivery requirements for the completion of the Kingswood Lakeside scheme.</p>		None.	Steve Burrows (Tel: (01785) 27 7204) <b>Service Area:</b> Place
March 2014	Public	<p><b>Achieving Excellence in Mental Health and Wellbeing (2013/18) (Cabinet Member for Care (Alan White))</b></p> <p>Cabinet will be asked to support the All Age Strategy for Mental health and Wellbeing and progress to consultation.</p>	None	Members of the Public, Carers and Service Users, All Stakeholders and partners across statutory and non-statutory services.	Dawn Jennens (Tel: 01785 277079) <b>Service Area:</b> People