

**Prosperous Staffordshire Select Committee**

Friday, 24 January 2014

**10.00 am**

Oak Room, County Buildings, Stafford

John Tradewell  
Director of Democracy, Law and Transformation  
16 January 2014

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**A G E N D A**

1. **Apologies**
2. **Declarations of Interest**
3. **Minutes of the Prosperous Staffordshire Select Committee held on 19 December 2013** (Pages 1 - 8)
4. **Report of the Working Group on the Ofsted Inspection of LA School Improvement Arrangements** (Pages 9 - 30)
5. **Pupil Attainment in Staffordshire**  
Presentation of the Cabinet Member, Learning and Skills
6. **Entrust**  
Presentation of the Cabinet Member, Learning and Skills
7. **Flood & Water Management Act 2010 - Update on Lead Local Flood Authority Responsibilities** (Pages 31 - 40)  
Report of the Cabinet Member, Economy and Infrastructure



## 8. SACRE Annual Report

Councillors have previously received a copy of the SACRE Annual Report. As a reminder the report can be found at:

<http://education.staffordshire.gov.uk/Curriculum/Subjectareas/ReligiousEducation/SACRE/annualreport/>

## 9. Work Programme

(Pages 41 - 50)

## 10. Exclusion of the Public

The Chairman to move:-

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

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### Part Two

(All reports in this section are exempt)

nil

### Committee Membership

George Adamson	Geoff Martin
Ann Beech	Rev. Preb. M. Metcalf
Len Bloomer	Geoff Morrison
Maureen Compton	Neil Taylor
Mark Deaville	Martyn Tittley (Vice-Chairman)
Brian Edwards (Chairman)	Diane Todd
Deborah Kay	Ellen Wright
Rachel Kidd-Smithers	

**Scrutiny and Support Manager:** Tina Randall Tel: (01785) 276148

## **Minutes of the Prosperous Staffordshire Select Committee Meeting held on 19 December 2013**

Present: Brian Edwards (Chairman)

Ann Beech  
Len Bloomer  
Maureen Compton  
Mark Deaville

Rev. Preb. M. Metcalf  
Martyn Tittley (Vice-Chairman)  
Ellen Wright

**Also in attendance:** Ben Adams and Mike Lawrence

**Apologies:** George Adamson, Geoff Martin, Geoff Morrison, Neil Taylor and Diane Todd

### **PART ONE**

#### **24. Declarations of Interest**

There were none at this meeting.

#### **25. Minutes of the Prosperous Staffordshire Select Committee held on 20 November 2013**

**RESOLVED** – That the minutes of the Prosperous Staffordshire Select Committee held on 20 November 2013 be confirmed and signed by the Chairman.

#### **26. Impact of the 16-19 Bursary Fund on the participation of 16-18 year olds in education and training**

The 16-19 Bursary fund had replaced the Education Maintenance Allowance (EMA) and Members now received details of the trends in participation since the introduction of the 16-19 Bursary fund.

In 2013/14 post-16 providers received 16-19 Bursary Fund allocations for discretionary bursaries only. Funding for vulnerable student bursaries were held centrally by the Education Funding Agency's (EFA) Learner Support Service. The Bursary fund sought to target young people who faced real financial barriers to participation, with a guaranteed award to the most vulnerable groups. In addition providers were able to make discretionary awards, based on their own published policy and criteria, for other learners who most needed financial support to enable them to participate. Providers were able to supplement this bursary fund if they wished to.

The Department for Education (DfE) had commissioned NatCen Social Research to evaluate the 16-19 Bursary Fund over three years. The first report had been published in May 2013 and found that income related criteria were used to issue bursaries, with these mainly being used for transport costs and educational equipment. The report found that providers felt the fund was targeted at greatest need and was flexible enough to meet individual needs. However the report also found that this flexibility could lead to

unequal levels of bursary support and that common policies across providers could mitigate this.

Raising the Participation Age (RPA) had started in April 2013 with duties placed on the Local Authority (LA) that required young people to stay-on in education or training to the age of 17 in 2013 and 18 by 2015. The RPA defined participation as full-time education, an apprenticeship or full time employment with part-time education or training.

The Cabinet Member, Learning and Skills, informed Members that although there was a mixed picture across Staffordshire in post-16 participation, in general it was positive, showing an upward trend. Members received details of 2009-2012 participation of Staffordshire 16-17 year olds and a breakdown of the EFA allocation of 16-19 Bursary Funds over the last three academic years. They noted that despite the number of young people in secondary education declining the trend in participation at post 16 was increasing, despite this lower volume of young people feeding into post 16 education.

Members were disappointed that there was no Staffordshire specific robust data available from the EFA. The EFA guidance gave no requirement for providers to share data with the Council. Although information was shared by some providers, this was done on a voluntary basis.

Members asked which vulnerable groups were supported through the centrally administered fund. These were vulnerable groups as defined by the EFA, being young people in care, care leavers and disabled young people in receipt of Disability Living Allowance and Employment Support Allowance. Those young people who were at risk of becoming NEET (Not in Employment, Education or Training) were also supported through the Careers and Participation Service (CaPS) which was now part of Entrust.

The Select Committee asked how the bursary fund was publicised to ensure that those who would benefit were aware of this support. This was undertaken in a number of ways, including Youth Box (which also linked into other social media), through schools, colleges and other providers as well as through the CaPS.

Members asked if the Bursary was fully funded by Central Government and were informed that the centrally funded allocation was administered directly through the EFA, with funds drawn down on demand throughout the academic year for the provider based elements. Members also heard that providers supported young people in their applications for Bursary funding.

**RESOLVED** – That the Select Committee noted the positive trend in participation of young people since the introduction of the Bursary Fund.

## **27. Stoke-on-Trent and Staffordshire Education Trust**

The Education Trust operated as the strategic arm around learning and skills for the Stoke-on-Trent and Staffordshire Local Enterprise Partnership (LEP). The Trust brought together all organisations that had an interest in education, training, skills and jobs. Its purpose was to raise achievement, employability and aspirations amongst young people and adults in the area. Members received details of the Trust's terms of reference, governance structure, key task groups and business plan.

The Cabinet Member, Learning and Skills, informed Members that good progress had been made over the last eighteen months. Work was ongoing to improve links between business and education and training providers, with the importance of good, impartial careers advice and guidance and the exposure of young people to the work place as critical in helping them decide their future options.

Members heard of the success of the Skills Show in November and of three local events within Staffordshire that would mirror the National show. The events targeted over 3000 young people from 14-19 and those 19-25 with learning difficulties, those with disabilities and NEETs. The skills events would be complemented by a range of short local skills activities targeting over 600 young people, that would be delivered through colleges, schools and employer premises.

The Trust was working to support the City Deal negotiations with Central Government in respect of skills. Matching skills supply and demand was a priority for the Trust, seeking to secure better influence and alignment of skills provision and delivery across the area. The Stoke-on-Trent and Staffordshire LEP was one of three to be selected for a skills pilot, giving the LEP greater influence over the Adult Skills Budget that funded colleges and training providers in delivering classroom and work based training.

The Cabinet Member informed the Select Committee that there were currently record low levels of unemployment in Staffordshire.

Members suggested that links with local employers had been fostered for a number of years, with GEC Alstom given as an example. This company currently recruited many of its engineers from abroad, particularly from Spain, as the skill set was not available locally. Members asked what skill gaps had been identified through the work of the Education Trust. The Engineering skills gap had already been identified, with 2600 engineers required each year within the County at present. This demand was expected to increase with developments within I54, Jaguar Landrover and JCB. Within other areas of the County skill set requirements had also been identified, around advanced materials and ceramics in Stoke-on-Trent and Newcastle, and the automotive industry in Tamworth.

The Cabinet Member informed the Select Committee that he felt the work of the Education Trust was something new. He felt that there had been a failure to address the skills gap over the last ten years. The Skills show had been an opportunity to inform young people as well as their teachers to where the skills gaps were and the need to ensure young people had a good set of core skills that ensure their future employability. A young person's option choice was vital to ensuring they had the right skill sets for the future. He also reminded Members that the number of apprenticeships had doubled.

Members asked what opportunities were available for adult education with regard to retraining for a different career pathway. Statistics showed that young people now in education were likely to be employed in jobs that didn't currently exist. Retraining would be critical with the rapid change in job structures and in supporting skill development to assist those unemployed getting back into employment.

Members were pleased to note that the Chairman of the Trust was Ken Stepney from JCB.

Members raised concerns at the time line for addressing the skill shortages, with the skills gap for engineering jobs needing urgent action, and asked how long a process it would be to train Staffordshire young people in these areas. The sense of urgency to address this was extreme, with the skills pilot helping to deliver ambitions in ensuring the right courses and qualifications were available for our young people. There was also an ambition to deliver engineering hubs where schools and colleges share engineering facilities for training and include the involvement of local businesses. It was anticipated that within the next 12 to 18 months young people would begin to have the skill sets identified to meet the demands of some of the large manufacturing industries within the area.

It was recognised that there was a need for a culture shift to develop skills from primary school aged pupils. There was also a recognition that to show employability young people needed to show ambition, present themselves well and have aspirations as well as qualifications.

**RESOLVED** – That the remit and progress in the establishment and development of the Education Trust and its key activities be supported.

## **28. Infrastructure +**

The Select Committee received an oral report from Ian Turner, Head of Place Delivery Ventures, updating them on progress with the Infrastructure+ contract. At their meeting of 3 June 2013 Members had received a report outlining the procurement process. Infrastructure+ was driven partly by the requirement to replace the highways maintenance contract that expired in 2014, and partly by a desire to re-align work.

The work being considered within this contract incorporated the County's physical infrastructure, Country Parks, Rights of Way maintenance and the professional services aligned with these as well as highway scheme design, including major developments such as i54 and the growth of the A50 corridor and other pinch points, highways laboratory, highways administration including land charges and highways permits. The Highways asset was the County's biggest asset, valued at £6 billion.

Consideration had been given to what success would look like, with critical success factors including: increased value; customer focused; financial sustainability and flexibility.

The value of the contract had required the EU procurement process to be followed, with the contract advertised in the EU Journal. The opportunity had been taken to involve the District and Borough Councils and Stoke-on-Trent City Council in the development process.

A pre-qualification process was undertaken, with five bidders chosen from this process. A competitive dialogue process then took place with three bidders chosen following the presentation of outline submissions. The deadline for the three preferred bidders detailed procurement submissions had been Friday 13 December. When evaluating the

submissions investment in quality technology and the opportunities for growth would be main considerations (60 per cent weighting with a 40 per cent weighting on price). Opportunities were available for business development resulting from this contract and the Council would want to understand what sort of revenue generation was possible within the offer. A number of staff had agreed to give time and expertise over the Christmas holiday period to help evaluate submissions.

Some skills gaps had been identified in the local population around civil engineering and work was being developed with local colleges and universities to develop courses to address this shortage. Development opportunities also existed within the Highways Laboratory and the possible expansion of the private work this unit currently undertakes.

A delegated decision would be taken at the beginning of January by the Cabinet Member, Economy and Infrastructure, on the preferred bidder, with this decision being considered by the Select Committee at a special meeting scheduled for 12 February 2014 prior to consideration at Cabinet on 19 February.

Previously the Select Committee had raised governance and project management of the contract as an issue. Once the contract was awarded there would be a combination of backward looking performance appraisal as well as more forward looking process that identified what further benefits would be developed for the Council when offering ongoing work. The performance framework, including measures and reporting mechanism would be brought to the special meeting on 12 February.

**RESOLVED** – That the oral report be noted.

## **29. Achieving Excellence: Libraries in a Connected Staffordshire**

The Select Committee considered proposals to adapt and reposition Staffordshire's library offer to make a more effective contribution to the lives of local residents. Traditionally the library services had been buildings based, with 43 library buildings across Staffordshire, 6 mobile libraries, 2 travelling libraries, 7 prison based libraries and a schools library service. A virtual library had also been developed which enhanced the traditional offer.

The way in which people accessed information and reading had changed and there was a need for libraries to evolve to meet these changes. It was anticipated that in the future greater emphasis would be placed on virtual resources with less need for physical resources. More co-location and co-production of services would require libraries to be more closely attuned to the needs and aspirations of the community, with their involvement in the management, development and delivery of services.

A consultation process would be undertaken to help in developing future services. The consultation would look at a combination of an online offer, a physical offer at a locality and town level and a physical offer at a community and village level. The consultation would be carried out over a 12 week period with support from the Customer Insight Team.

The Select Committee agreed that there was a need to ensure value from the library service. The proposal to move Stafford Library and the Shire Hall Gallery was raised

with concerns shared at this proposal. These were key facilities for Stafford residents, placed at the heart of the community. It was felt to be an excellent facility and representations had been received by local Stafford Councillors raising anxiety at this proposal. Residents had also expressed their unease at Staffordshire Place (SP) being the proposed new library venue, disliking the glass exterior and feeling that this would move the facility out of the heart of the community.

The Cabinet Member, Children, Communities and Localism, informed Members that the current Stafford Library building was not ideal, with access difficult for many as it was on a number of levels, and with a poor main entrance. The SP building would give a more modern library, with better access. With new developments in that area of the Town he felt that the library would be located in the new heart of the Town's commercial section. When referring to a recent interview on Radio Stoke the Cabinet Member confirmed that the Shire Hall was a listed building and although the library would no longer be in this facility, the building itself would remain and he was comfortable for alternative uses to be found for this facility. Re-locating the library to SP would also allow a more cost effective and efficient use of staff. He stated that his intention was to protect the library service for the future but that some libraries would be provided in alternative venues and some were likely to disappear.

Members asked for clarification on the difference between travelling and mobile libraries. The difference was essentially one of size, with travelling libraries being larger vehicles that usually visit communities for half a day while mobile libraries were smaller vehicles that could visit more rural and isolated communities.

The proposal to make use of community hubs for future library services was applauded, with Members recommending that consideration be given to the Fire Service hubs when looking for co-location opportunities. Members also felt that closer working with Parish Council's would help develop community working.

Members raised the issue of training for library staff and whether they were comfortable with the developments in respect of the virtual library service offer. Earlier in the year a national skills audit had been completed providing detail of the confidence and competence of staff in providing information and advice on access online information. An online national training package was being developed to help support and develop skill sets which would be used to support staff development where gaps had been identified.

The timescale for decisions on the movement of Stafford library were requested, seeking clarification on when this decision would be considered by Cabinet. Members were informed that this would not go to Cabinet but would be an item to the Strategic Property Board in January for their consideration. Should the decision be taken to move Stafford Library it was expected to take between 6 – 9 months.

The Cabinet Member confirmed that the Shire Hall Gallery would not be closed until the future of the building had been determined.

**RESOLVED** - That the proposals to adapt and reposition the Staffordshire library offer be noted.



### **30. Work Programme**

The Select Committee received an update from the Scrutiny and Support Manager on their work programme. She noted the following changes:

- the Business and Consumer Protection item that had been due to come to this meeting had not been included on the agenda as this was no longer part of the Infrastructure+ project, with the intention that it be considered as a stand alone project. However a decision was made that this would not form part of the corporate projects supported by the TSU, with work on improvements and efficiencies under business as usual arrangements;
- two extra meetings have been scheduled in February to consider the Infrastructure+ proposals and in April to help manage outstanding work programme items;
- the Tourism Strategy would be considered in March as it was expected that national data would be available for that item;
- the Working group considering the Ofsted inspection of LA school improvement arrangements was expected to report to the January Select Committee;
- the Rev Preb Michael Metcalf reminded Members that the SACRE Annual report was now published and it was proposed to bring this to the January Select Committee for information.

**RESOLVED** – That the update on the Work Programme be noted.

**Chairman**

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Documents referred to in these minutes as Schedules are not appended, but will be attached to the signed copy of the Minutes of the meeting. Copies, or specific information contained in them, may be available on request.



Local Members' Interest

**Prosperous Staffordshire Select Committee  
24 January 2014**

**Working Group on the Ofsted Inspection of School Improvement Arrangements  
Final Report**

**Recommendation of the Working Group**

That the Prosperous Staffordshire Select Committee consider the final report of their Working Group on the Ofsted Inspection of School Improvement Arrangements, with a view to endorsing its submission for Executive Response and forwarding to the appropriate Cabinet Member.

**Report of Scrutiny and Support Manager**

**Reason for recommendation**

The investigation by the Working Group into the likelihood of Staffordshire receiving an inspection under the new regime on school improvement arrangements and Staffordshire's readiness for any such inspection is now complete and the Working Group has produced a final report and recommendations. The Select Committee are asked to consider the report and determine whether they endorse it for submission to the Cabinet for the provision of an Executive Response. If forwarding the report the Committee are invited to consider if they wish to make any accompanying comments.

**Report**

**Background**

On 1 June 2013 Ofsted introduced a new inspection regime focusing on how Local Authorities (LAs) support schools to improve. The Prosperous Staffordshire Select Committee received a report at their 6 September 2013 meeting outlining details of this new inspection process and Staffordshire's preparation for any such inspection. At that meeting the Select Committee agreed to establish a working group to look in more detail at the school improvement arrangements within Staffordshire.

**Summary**

The Working Group considered the range of factors that would trigger an inspection of Staffordshire's school improvement arrangements and the likelihood of Staffordshire receiving an inspection within the first twelve months of this new regime.

Considerable work has been undertaken in preparation for such an inspection, including re-writing a number of key documents to address the nine key aspects highlighted in the

Ofsted inspection framework document. A Framework document for Staffordshire's school improvement had been produced to ensure consistency and transparency across the County. A number of monitoring tools are available to help support school improvement and the Working Group were particularly impressed with the Staffordshire data dashboard which gave a range of school specific data, allowing comparisons across school type and district.

There have been a number of changes to personnel over a prolonged period, including staff changes resulting from the Entrust joint venture and more recently in the change to Commissioner for Education as well as changes within the school improvement team. This period of flux has been admirably managed by key staff members such as Anna Halliday, County Commissioner for Education and Wellbeing, Anne Newton, Interim County Commissioner for Quality Assurance and Tim Moss, County Improvement Manager.

### **Next Steps**

Subject to the endorsement of the Committee, the final report, together with any accompanying submission that the Committee may wish to make, will be submitted to Cabinet for the provision of an Executive Response to the conclusions and recommendations and to the relevant Select Committee for their further consideration.

The Committee is reminded that if recommendations do not require any Cabinet decisions - in other words they can be dealt with through delegated decision making powers - then final reports are submitted to the relevant Cabinet Member only.

### **Link to the Strategic Plan**

Ensuring that Staffordshire's children and young people can get the best start in life and receive a good education so that they can make a positive contribution to their communities is a priority for the County Council.

### **Implications**

The equalities and legal; resource and value for money; and risk implications are set out in the attached report.

### **Contact Officer**

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### **Appendices/Background papers**

- Final Report of the Working Group

**Working Group  
of the  
Prosperous Staffordshire Select Committee**

**The Ofsted Inspection of School Improvement  
Arrangements**

**Final Report**

**January 2014**



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## **Chairman's Foreword / Summary**

In response to concerns raised by Councillors at a Prosperous Staffordshire Select Committee, Brian Edwards, the Chairman, proposed that a more in depth look at this specific function was necessary to satisfy Councillors that all was well with the preparations for the Ofsted inspection and the longer term effectiveness of educational support services in Staffordshire. To that end the working group was established to carry out a detailed inspection of the relevant polices, support documentation and systems involved.

In my opinion two main results came from this exercise. Firstly the dedication, commitment and determination that Staffordshire County Officers and Councillors demonstrate for the continuing improvement of educational standards within our schools and other educational establishments. Secondly the passion with which we all want to see the children of Staffordshire succeed in equipping themselves with the necessary skill set for life long learning and achievement.

I would like to take this opportunity to thank Tina Randall, Scrutiny and Support Manager and Helen Phillips, Scrutiny and Support Officer for their help and support in servicing the working group and generating this report. Finally I would like to thank those Councillors who were members of the working party for their honest, non political approach to the piece of work they had before them.

Many thanks

Martyn Tittley B.Sc. I.Eng JP.



**Mr Martyn Tittley,  
Working Group  
Chairman**



## 1. Conclusions and Recommendations

The new Ofsted inspection of school improvement arrangements is undertaken on a risk based approach based on the number of Local Authority (LA) pupils attending “good” or “outstanding” schools. From data reported to our 6 September 2013 Prosperous Staffordshire Select Committee meeting Staffordshire was in the fifth quintile for primary and fourth quintile for secondary schools of LAs with pupils in schools judged by Ofsted as being good or better. Whilst progress has been made, particularly in pupil attainment, further work is needed to improve progress levels. Progress levels are an increasingly significant factor in Ofsted judgements, with two levels of progress expected to be made by each pupil in each Key Stage (KS). It is therefore likely that Staffordshire will receive an early inspection of its school improvement arrangements.

Whilst most of the information Ofsted would wish to see as part of any inspection was available it was not easily accessible and much work has been done to address this. The Self Assessment document has been re-written and is now less descriptive and more evaluative, geared towards answering the 9 key aspects of the Ofsted inspection framework document and clearly evidencing comments made. The School Improvement Framework document “A Framework for Achieving Excellence 2013/2016” has been produced to give transparency and consistency to the school improvement system. Staffordshire has also developed its own data dashboard as a management tool to support school improvement. This tool holds school data, both qualitative and quantitative, on one data base to give a more complete school picture and help identify trends. It also allows comparisons to be made and gives data across school type and district.

We are pleased to see these final documents and congratulate the officers on the extensive work that has been undertaken over a relatively short period of time. We are particularly impressed with the Data Dashboard and feel this is an excellent resource and monitoring tool, one that is easy to use and that helps accurate analysis of a schools progress across a number of areas. In particular we feel this would be an invaluable tool for school governors in raising their awareness of performance and in the tracking, monitoring and challenging progress made. Whilst we are aware that they have access to the RAISEonline national database we are uncertain whether Staffordshire school governors have access to this new data dashboard and we therefore **RECOMMEND** that Staffordshire school governors be given access to this database and are made fully aware of the opportunity this resource offers.

There are over 400 education settings within Staffordshire and work is ongoing to share the new school improvement approach and documentation with them. It is essential that these settings understand how the new system operates. Schools have been invited to district briefings throughout January and the beginning of February and we feel there is a role for local members to play in ensuring their local schools attend these briefing sessions. We





therefore **RECOMMEND** that local members be given details of the district briefings via the Members Bulletin and contact their local schools to ensure they are attending. The new Framework document, the Self Assessment of school improvement arrangements and the development of the data dashboard will not succeed unless communication is effective and education settings understand and take on board the developments made to this process.

There have been a number of changes to the structure, roles and responsibilities of those within education and skills and this should be reflected in the web pages, both intranet and internet. We understand that these changes have been made and that “cold call” checks are also being made to ensure the detail is up to date and easily accessible. However on further inspection the People Service leadership structure remains out of date. The internet and intranet pages, as well as the Staffordshire Learning Net, are a useful source of information for inspectors and as such we **RECOMMEND** that they should be kept up-to-date.

We have been impressed by the dedication and work undertaken by key officers throughout this process. However we have concerns that during the preparation for the Entrust joint venture with Capita, and indeed as a result of the transition of staff through this process, key expertise was lost. We are aware that Staffordshire is currently in the process of undertaking further commissioning opportunities and we wish to highlight the difficulties we feel were created here in the loss of expertise and in the uncertainty created during the transition process. We therefore **RECOMMEND** that the Cabinet Member share our views on lessons learnt from the Entrust commissioning process for any future commissioning venture the County Council may enter into, with other Cabinet Members, and specifically in avoiding the loss of key personnel.

We congratulate the Ofsted Inspection Programme Board on the action plan they produced to address the priorities for development. Following the recent publication of the Ofsted report “Pupils Missing out on Education” we note the Board identified a further piece of work to create a co-ordinated data base that allowed easy identification of the work Staffordshire does to address, track and monitor this issue. We value this work in ensuring all our young people in Staffordshire are able to receive the education they are entitled to and we **wish to be updated** on progress with this.

## 2. Setting the Scene

On 1 June 2013 Ofsted began a new inspection regime focusing on how local authorities support schools to improve. The inspections will be an independent external evaluation of how well the local authority (LA) carries out its statutory duties in relation to promoting high standards in schools and among other



providers so that children and young people achieve well and fulfil their potential.

The new programme of inspections initially targets “underperforming” LAs based on the proportion of children attending “good” or better schools, according to their Ofsted judgement. Targeted LAs will have a high proportion of schools which received Ofsted grades 3 or 4 at their last inspection.

Ofsted will grade LA arrangements to support school improvement as either **effective** or **ineffective**. A LA will be ineffective if the arrangements for supporting school improvement are not having the required impact.

At their meeting of 6 September 2013 the Prosperous Staffordshire Select Committee considered a report outlining details of the new Ofsted arrangements and Staffordshire’s preparation for any such inspection. The Select Committee agreed to establish a working group to look in more detail at the school improvement arrangements within Staffordshire and to help support the Authorities inspection preparation, acting as critical friend.

### **3. Scope of the Work / Terms of Reference**

The purpose of this Working Group is to:

- act as a critical friend to help ensure the LA is as ready as possible for an inspection of their school improvement arrangements
- have sight of a number of documents/evidence to reassure the Select Committee that the documentation is in place and is thorough, honest and accessible
- be able to reassure the Select Committee that the LA is ready for an inspection or highlight any areas for further development
- be comfortable that we are up to date on, and aware of, the school improvement processes and be equipped for any discussions with Ofsted should this be required
- be able to answer the Ofsted question of whether or not there is evidence of “rapid improvement” within Staffordshire schools

### **4. Membership**

The following Prosperous Staffordshire Select Committee members participated in this Working Group:

Mr Martyn Tittley (Working Group Chairman)  
Mr George Adamson  
Mr Mark Deaville  
Rev Preb Michael Metcalf



## 5. Methods of Investigation

We met four times throughout September and October to consider this new Ofsted inspection process, assess the current school improvement arrangements in Staffordshire, scrutinise the documentation supporting this and establish the authority's readiness for an inspection of their school improvement arrangements.

Our final meeting was held in January where we discussed the completed self assessment and agreed our report to the Select Committee.

During our investigation we met with the following officers:

Anna Halliday	County Commissioner for Education and Wellbeing
Mick Harrison	County Commissioner for Safety
Anne Newton	Interim County Commissioner for Quality Assurance
Tim Moss	County Improvement Manager
Kieran Smith	Planning Officer

Anna Halliday, County Commissioner for Education and Wellbeing had been appointed from 1 October 2013.

Mick Harrison, Commissioner for Community Safety, chairs the Ofsted Programme Board, an internal group overseeing Ofsted preparations.

## 6. Findings

### Ofsted Inspection

The new Ofsted inspection of local authority arrangements for supporting school improvement in England came into effect from May 2013 under section 136 (1) (b) of the Education and Inspections Act 2006.

Under this regime the lead inspector will normally inform the authority up to five days before the start of an inspection, giving the authority the opportunity to make the appropriate arrangements for meetings with key stakeholders prior to the commencement of the inspection. Inspectors will request copies of a number of documents, including:

- the LA's self evaluation of their arrangements to support school improvement
- their strategic plan for education, including details of partnership arrangements, commissioning, brokerage and any evaluation reports or reports to elected members
- details of how arrangements for monitoring, challenge, intervention and support are provided, including the application of statutory obligations and powers



- LA data sets on school performance and analysis
- information regarding strategies used to support leadership and management in schools and evidence of impact
- evidence of the work of governors support services and their impact on improving governance, and
- evidence demonstrating how the LA uses any available funding to effect improvement, particularly how it is focused on areas of greatest need

The Inspectors must make a judgement on the extent to which the LA arrangements for supporting school improvement are effective or ineffective. To make this judgement the following 9 key aspects will be taken into account:

- 1) the effectiveness of corporate and strategic leadership of school improvement
- 2) the clarity and transparency of policy and strategy for supporting schools and other providers to improve, and how clearly the local authority has defined its monitoring, challenge, support and intervention roles
- 3) the extent to which the local authority knows schools and other providers, their performance and the standards they achieve and how effectively support is focused on areas of greatest need
- 4) the effectiveness of the local authority's identification of, and intervention in, underperforming schools, including the use of formal powers available to the LA
- 5) the impact of local authority support and challenge over time and the rate at which schools and other providers are improving
- 6) the extent to which the local authority brokers support for schools and other providers
- 7) the effectiveness of strategies to support highly effective leadership and management and other providers
- 8) support and challenge for school governance, where applicable
- 9) the way the LA uses any available funding to effect improvement, including how it is focused on areas of greatest need

### Norfolk and Isle of Wight Inspections

The first two authorities inspected under this new Ofsted inspection regime in 2013 were Norfolk and the Isle of Wight, both of which were judged "ineffective". Where an authority is judged as ineffective Ofsted require them to produce an action plan addressing the concerns highlighted by the inspection, give timescales for actions identified, and be re-inspected within 9-12 months.

### The Staffordshire Position

The new Inspections will not be undertaken cyclically but on a risk based approach and it is anticipated that fifteen LAs will be inspected during the first



twelve months. We considered the likelihood of Staffordshire being one of those fifteen initial inspections and looked at the factors that could trigger this based on the position as at September 2013.

There are five factors that could trigger an inspection.

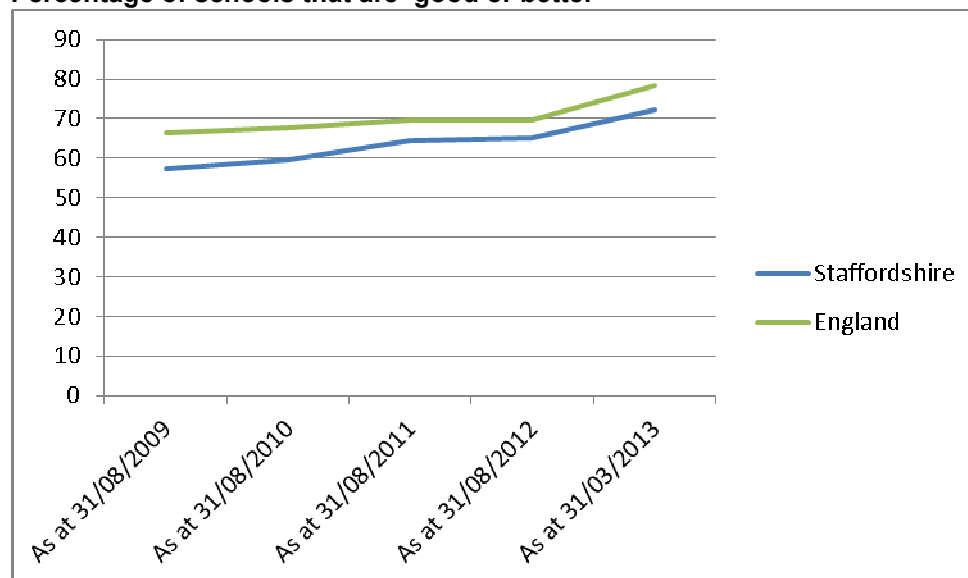
Firstly where the proportion of children who attend a “good or better” school/Pupil Referral Unit (PRU)/alternative provision is lower than that found nationally. National comparative data for school inspections recorded up to 31 August 2012 showed that 60% of primary school pupils and 66% of secondary school pupils attended Staffordshire schools rated as “good or better”. These figures are below the national averages of 68% and 69% for primary and secondary schools respectively.

Staffordshire is currently ranked in the fifth quintile nationally for the proportion of pupils attending a “good or better” primary school and the fourth quintile for secondary schools. Staffordshire is 6.1% below the national figure for the proportion of schools rated “good or better”. This was an improvement from being 9.2% below in 2009.

Over the past five years Staffordshire has increased by 15.1% on the proportion of good or outstanding schools, with the increase nationally being 12%.

	Good or Outstanding				
	As at 31/08/2009	As at 31/08/2010	As at 31/08/2011	As at 31/08/2012	As at 31/03/2013
England	66.5	67.7	69.5	69.5	78.5
Staffordshire	57.3	59.7	64.4	65.0	72.4

Percentage of schools that are ‘good or better’



The second factor is where there is a higher than average number of Grade 4 schools and/or they are not improving fast enough. At 31 March 2013 the proportion of schools in Staffordshire graded as inadequate was 5.7%. This is three percentage points above the national average and is an increase of 4.9 percentage points over the past five years. Nationally the increase is 1 percentage point over the same period.

Over the past three years no secondary schools in Staffordshire have been graded as inadequate.

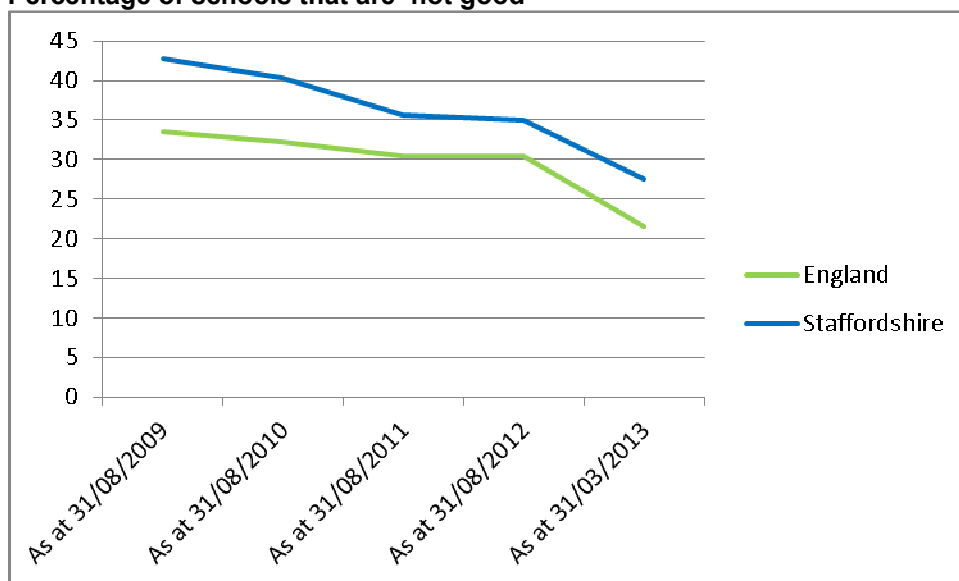
			All	Primary	Secondary	All	Primary	Secondary
			Staffordshire	Staffordshire	Staffordshire	England	England	England
As at 31/08/2009	No. of providers		396	396	396	22,171	22,171	22,171
	Inadequate	No.	3	2	1	377	255	96
		%	0.8%	0.5%	0.3%	1.7%	1.2%	0.4%
As at 31/08/2010	No. of providers		395	395	395	22,008	22,008	22,008
	Inadequate	No.	10	8	2	573	401	126
		%	2.5%	2.0%	0.5%	2.6%	1.8%	0.6%
As at 31/08/2011	No. of providers		396	396	396	21,845	21,845	21,845
	Inadequate	No.	7	7	0	455	332	94
		%	1.8%	1.8%	0.0%	2.1%	1.5%	0.4%
As at 31/08/2012	No. of providers		391	391	391	21548	21548	21548
	Inadequate	No.	18	18	0	548	406	107
		%	4.6%	4.5%	0.0%	2.5%	1.8%	0.5%
As at 31/03/2013	No. of providers		388	388	388	21,338	21,338	21,338
	Inadequate	No.	22	21	0	578	414	137
		%	5.7%	5.3%	0.0%	2.7%	1.9%	0.6%

Thirdly where the proportion of schools that are “not good” is higher than average. In Staffordshire this figure is above the national average and has been for the past five years. However the gap is closing, from 9.2 percentage points at the end of the 2008/09 academic year to 6.1 by August 2013.

	Requires Improvement / Inadequate				
	As at 31/08/2009	As at 31/08/2010	As at 31/08/2011	As at 31/08/2012	As at 31/03/2013
England	33.5%	32.3%	30.5%	30.5%	21.5%
Staffordshire	42.7%	40.3%	35.6%	35.0%	27.6%
Gap	+9.2	+8.0	+5.1	+4.5	+6.1



## Percentage of schools that are 'not good'



The fourth factor is where attainment across the LA is lower than national and/or the trend of improvement is weak. At KS2 Staffordshire has generally performed in line with the national average for the past four years, with Maths just slipping below national performance over the past two years. There has been continual improvement in the proportion of students achieving Level 4+ in English, Maths and English and Maths.

KS2		2009	2010	2011	2012	2013*
Staffordshire	L4+ English	80.8	80.4	82.1	85.8	-
Staffordshire	L4+ Maths	79.4	80.6	79.7	83.8	-
Staffordshire	L4+ Eng & Maths	72.9	73.9	74.4	79.5	-
National	L4+ English	80.0	80.0	82.0		-
National	L4+ Maths	79.0	79.0	80.0	84.0	-
National	L4+ Eng & Maths	72.0	73.0	74.0	79.0	-

At KS4 Staffordshire has fallen below the national average for 5+ A\*-C including English and Maths for the past two years. Conversely Staffordshire is now above the national average for 5+ A\*-C for the first time in 2012 for four years. Staffordshire has seen continual improvement in both performance measures over the past four years.

KS4		2009	2010	2011	2012	2013*
Staffordshire	5+ A*-C inc E&M	50.8	54.0	56.5	58.4	-
Staffordshire	5+ A*-C	69.7	74.8	78.9	83.4	-
National	5+ A*-C inc E&M	49.8	53.5	59.0	58.6	-
National	5+ A*-C	70.0	75.4	79.6	81.1	-



Finally the fifth factor is where the rates of progress relative to starting points are lower than nationally or where trend improvement is weak. At KS2 achieving two levels progress in Maths has fallen below the national average over the last two years, a 4% increase in comparison to 7% nationally. The progress rate in Staffordshire also has a lower increase rate over the past four years. English is slightly below the national average but has seen a similar 8% increase to that of the national picture over a four year period.

Expected progress between KS2 and KS4 in English is above the national figure. However nationally there has been a 4.9 percentage point increase over the past four years compared with only a 2 percentage point increase in Staffordshire.

Expected progress between KS2 and KS4 in Maths shows Staffordshire has remained above the national average over the past four years, being 1.8 percentage points above in 2012. Staffordshire has seen a continual improvement over this four year period of 7.5 percentage points, however this is less than the national increase over the same period, with the national improvement being 14.3 percentage points.

#### The Ofsted Programme Board

To ensure that Staffordshire is ready for an Inspection of their School Improvement arrangements an Ofsted Programme Board was set up, chaired by Mick Harrison, Commissioner for Community Safety, and including the Cabinet Member (Learning and Skills), key officers and stakeholders. This internal group produced a risk register identifying priorities for development within each of the nine key aspects taken into account by the Ofsted inspection. Each identified priority detailed how it would be delivered, the impact and outcome, the responsible officer, timescale and key measures and milestones. Each priority is given a status which is reviewed during Programme Board meetings. At our Working Group meeting in January, whilst accepting that there will be some measures that are ongoing and therefore remain “open”, we were pleased to note that the majority of priorities were on track or completed.

Priorities still “open” included areas within Priority 5.4, to recruit to vacancies in order to bolster capacity within the county council, where Anne Newton, Interim County Commissioner for Quality Assurance and Len Brazier, remained interim team members until the end of March 2014 (Len Brazier had previously been Contracts Manager & Authorising Officer). Substantive posts for the County Commissioner for Education and for County lead on School Improvement should be appointed by the end of January.

Following the recent publication of the Ofsted report “Pupils Missing out on Education” the Board identified a further piece of work to create a co-ordinated data base that allowed easy identification of the work Staffordshire





does to address, track and monitor this issue. This data co-ordination will include the work done to: ensure every child has a school offer; school attendance; pupils on a part time timetable and the tracking and monitoring of pupils back into full time education; home educated pupils; excluded pupils attending a Pupil Referral Unit; and young people coming back into full time education having left a Youth Offending Institution. There is a need to ensure that Staffordshire has a robust analysis of the different vulnerable groups and that everything possible is being done to ensure Staffordshire's young people don't miss out on education.

## **School Improvement Framework**

### The School Improvement Team

This is a small team of 8 full time equivalent posts (12 officers in total) consisting of County Improvement Managers (CIMs), District Managers for Improvement (DMIs), with Anne Newton, interim County Commissioner for Quality Assurance heading up the team. The service has been reviewed, with the development of a new structure and job descriptions, to enable the team to expand the role of challenge and intervention to include that of commissioner, commissioning support from the preferred service provider Entrust.

The School Improvement Team is small and working at capacity, however we learnt that this was not untypical when compared with other authorities, with some authorities no longer having any in-house school improvement team. However in relation to the size of the Authority we feel capacity remains an issue.

The Team is well trained and meets regularly to quality assure their work. They use intelligence gathered from a wide range of data, both nationally and locally. The data is held within a newly designed data base which is used for school analysis, providing a management guide for the team when prioritising which schools to visit.

Using detailed, accurate and current data as the basis for challenge meetings with schools helps to clarify the issues, as when evidence and analysis clearly indicate an area of concern it is difficult for this to be challenged.

It is essential that each school analyses their data honestly so that this information is used effectively by the school to support their improvement. Progress of each pupil is a key measure, so that despite the starting point of a pupil's attainment level, the progress measure gives an indication of the success of the teaching and learning provided.

To help clarify our understanding of the respective roles and responsibilities of the School Improvement Team and partners we requested and received a number of organograms.



## The Staffordshire Framework for School Improvement

We looked in detail at the revised framework document. This document detailed the professional, robust dialogue the LA has with schools based on the new arrangements. It ensures a consistent approach for school improvement work, with every school having the same agenda and structure to their school improvement conversations, with robust, rigorous and consistent challenge across the County.

The document detailed the 6-8 week process for intervention and the triggers that prompted this. It also explained the process for issuing and monitoring local notices of concern.

Notices of concern are issued where a school is identified as causing concern because of poor attainment and progress data over time. A formal notice of concern requests a meeting between the local authority and the Chair of Governors and headteacher to discuss the implications of the Notice, discussing expectations and agreeing timeframes for addressing areas of concern.

### Intervention

For maintained schools the LA schedules a meeting in advance with the school, using a standard agenda and meets with the head teacher and chair of governors. During this meeting the Team would expect the school to evidence that they have analysed their school data successfully, indicate what they have learnt from this data and show how they intend to use this analysis to drive school improvement.

Legally the LA has no power to intervene in academies/free schools, however most CIMs have a relationship with the academies within their area and are therefore able to work effectively with them. Should there be a need for intervention the LA will inform the Secretary of State of their concerns, it is then up to the Secretary of State to decide what measures are necessary. This would include holding the sponsors to account. The Council does, however, have statutory powers to intervene where there is a safeguarding issue.

### Traded Services

Whilst the type of training and who delivers this is a decision for the individual school the School Improvement Team and governing body would expect to see evidence of the impact and effectiveness of this training.

We felt there was a need for some kind of national quality assurance measure for the schools training services, particularly as there is no in-house provider available since the Entrust joint venture with Capita. However we acknowledge that there is an element of the market quality assuring as



schools will not purchase unsuccessful services. Schools also need to evidence what has been gained from the training purchased.

Ofsted are not expected to make a judgment on the structure of the relationship between the LA and Entrust, however it will make a judgement on the impact of services commissioned by the LA.

## **Data Dashboard**

It is essential that a consistent approach is used for the type, quality and accuracy of data to support the analysis of school performance. We were reassured that a universal system of data is being used, with a standardised data base and that this data could not be manipulated.

The national RAISEonline data base held LA school performance data showing pupil attainment and progress. The LA has also developed its own new data dashboard on which we received a demonstration.

Data showed that Staffordshire performed well in Early Years when compared with other local authorities. However, whilst this progress continued reasonably well at KS1 it started to plateau at KS2 with the gap broadening at KS3. There are a number of reasons for this but it is essential that each pupil's progress is tracked, that pupils are appropriately engaged and that schools are challenged to ensure pupils of all abilities are taught appropriately. Narrowing the gap for identified groups is an issue. Ofsted expected each pupil to make 2 levels progress within each Key Stage and it is important for schools to focus on progress not just attainment.

Fischer Family Trust data is also used to track individual pupil's progress from Early Years through their education and this data predicts pupil outcomes at 16 years. The Team expected schools to use this data effectively to support analysis of pupil progress. This data includes estimates of where pupils should be at each key stage based on their starting attainment point and the estimated levels of progress.

Tim Moss, County Improvement Manager, demonstrated the newly developed Staffordshire schools data dashboard. This dashboard:

- was a management tool holding school data, both qualitative and quantitative, in one place to help see the complete school picture and specifically identify trends
- used information that already existed, but held this on one data base making the "whole Picture" easier to access
- allowed data to be viewed by school, school type or district
- enabled banding of schools under different headings to identify which schools needed focused attention
- gave the hard information, with the softer intelligence also used as part of discussion around school support



- weighted the information, eg 40% of the overall score was based around progress, which reflected the significance given this measure by Ofsted
- the attainment and progress measures together gave an achievement measure
- attendance data was included showing persistent absence which could impact on achievement. Attendance trends could also be identified and highlight the need for involvement of Education Welfare Officers (EWO)
- deprivation measures were shown, with schools needing to evidence how they were using the Pupil Premium to help support individual pupil achievement
- Primary School attainment measures at KS1 and 2 with comparisons made against national attainment figures
- progress could be viewed per pupil or per group of pupils, allowing progress of those pupils receiving Free School Meals (FSM) to be viewed as a group and compared against national FSM pupil attainment
- “value added” measures were those pupils making above the expected 2 levels progress per KS
- gave a clear evidence base for targeted work with schools

The data base is still under development with a number of areas for future inclusion. The 2013 attainment data will be included as soon as the verified data is available.

The recent change in measure for KS2, from English and Maths, to Reading Writing and Maths will make like for like data comparisons difficult.

Personalised learning is still key and the LA and Ofsted expected schools to track each individual pupil’s progress and be able to demonstrate their progress levels and the work done to address any issues. Progress made, rather than simply attainment, now has a much higher profile.

Changes in Ofsted inspection regimes are being highlighted with schools, with a school being unable to gain a judgment of good or outstanding where 2 levels of progress is not achieved.

The LA is meeting with groups of head teachers in all districts to share data on progress profiles and how these compared across the County and nationally.

### **Self Assessment**

The Staffordshire Self Assessment document has been amended and is now less descriptive and more evaluative, geared towards answering the 9 key aspects of the Ofsted inspection framework document and clearly evidencing the comments made.



Self assessment is a continuous process enabling the LA to drive improvement, identifying strengths and weaknesses and addressing these. This is a mechanism to support long-term improvements not simply to respond to an Ofsted inspection, however it is essential that the assessment is produced in a way that addresses the key areas of investigation for an Ofsted inspection.

The arrangements in Staffordshire with the establishment of Entrust are unique and one of the challenges facing the Authority is in explaining to Ofsted how this approach works. Under the new arrangements Staffordshire has split the previous school improvement service. Data collection and analysis to underpin this duty remains within the LA, rather than becoming part of Entrust. This is enriched by intelligence and data sharing between the LA and Entrust.

It remained the LAs role to:

- help schools recognise when they need support to improve
- help broker that support
- quality assure education and champion young people's interests to ensure they have access to the best possible education
- monitor, challenge and support schools where improvement isn't fast enough

## Community Impact

### Resources and Value for Money

There is a potential resource implication in ensuring school governors have access to the Staffordshire Data Dashboard in communicating effectively and/or training them to use this resource effectively. However strong governance is essential to school improvement and Governors need to have access to accurate comparative data to support their role as a critical friend.

### Equalities and Legal

Every pupil in Staffordshire is entitled to a good education and to help ensure this we need to strive for continual school improvement.

### Risk

There is a risk of losing key personnel if lessons are not learnt from the commissioning process with Entrust in any future commissioning venture the Council enters into. There is a reputational risk to the authority in regard to poor performance in relation to school improvement.

### Climate Change

There are no climate change implications.



## Acknowledgements

We would like to thank the following officers who supported the Working Group:

Anna Halliday	County Commissioner for Education and Wellbeing
Anne Newton	Interim County Commissioner for Quality Assurance
Tim Moss	County Improvement Manager
Michael Harrison	County Commissioner for Safety
Garry Atkinson	Research Officer
Kieran Smith	Planning Officer
Tina Randall	Scrutiny and Support Manager
Helen Phillips	Scrutiny and Support Officer

**County Councillor Martyn Tittley**  
**Working Group Chairman**  
**January 2014**

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## List of Appendices/Background Papers

### Background papers

- “The Council role in school improvement: Case studies of emerging models”  
Local Government Association
- “Ofsted inspection of the school improvement function of local authorities”  
Local Government Association
- “Norfolk local authority focused inspection – 12-22 March 2013”  
Letter from Sean Harford HMI, Ofsted  
“Inspection of local authority arrangements for supporting school improvement under section 136(1)(b) of the Education and Inspection Act 2006”  
Letter to Ian Anderson, Isle of Wight Council, from Pauline Robins HMI, Ofsted
- “Handbook for the inspection of local authority arrangements for supporting school improvement”  
Ofsted
- “The framework for the inspection of local authority arrangements for supporting school improvement”  
Ofsted
- The School Improvement System in Staffordshire: A Framework for Achieving Excellence 2013/2016
- Achieving Excellence in Learning and Skills – Staffordshire’s Self-Assessment of School Improvement Arrangements 2012/13
- Ofsted Programme Board Priorities for Development
- Staffordshire’s School Improvement System – Overview and Flow
- Organogram on Staffordshire’s School Improvement







Local Members' Interest
All

## **Prosperous Staffordshire Select Committee – 24<sup>th</sup> January 2014**

### **Flood & Water Management Act 2010 – Update on Lead Local Flood Authority Responsibilities**

#### **Recommendation**

That the Select Committee note progress with regards to the implementation of the Flood & Water Management Act and the County Councils progress with regards to its new responsibilities as Lead Local Flood Authority (LLFA) for Staffordshire.

**Report of Mark Winnington, Cabinet Member – Economy and Infrastructure, supported by Gill Heath, Cabinet Support Member – Environment and Rural Affairs**

#### **Summary**

##### **What is the Select Committee being asked to do and why?**

At the Prosperity, Skills and Education Select Committee meeting held on 26 November 2012, it was agreed that an update be reported back to the committee with regard to the County Councils progress in delivering its new responsibilities as LLFA and the joint working arrangement with Shropshire Council. This report outlines the progress made to date and provides information on further new responsibilities in respect of approving and adopting Sustainable Drainage Systems (SuDS) which Defra are hoping to implement in April 2014

#### **Report Background**

The Flood and Water Management Act (FWMA) received Royal Assent on 8 April 2010. The Act is being implemented by a series of ministerial orders and imposes new responsibilities on the County Council under its role as Lead Local Flood Authority (LLFA) for Staffordshire. The majority of the legislation which implements these new responsibilities is now in place with the exception of Schedule 3 – Sustainable Drainage Systems which is expected to be enacted in April 2014.

#### **LLFA Flood Risk Management responsibilities already commenced**

Listed below are the new responsibilities that have already been commenced through ministerial orders in relation to the Flood & Water Management Act 2010:

- Creation of Lead Local Flood Authority role for upper tier authorities with responsibilities for flooding associated with surface water, groundwater and ordinary watercourses.

- Duty to produce a Local Strategy for Flood Risk Management.
- Duty to maintain an asset register
- LLFA's to investigate flooding incidents, understand the cause, and ensure that appropriate bodies play their role in effective management of the flooding and recovery.
- Requirement to carry out Preliminary Flood Risk Assessments and where necessary Surface Water Management Plans.
- Consenting and enforcement for ordinary watercourses.
- Designation of features that have an impact on flood risk.
- Requirement to work in collaboration with key partners including duty to share information and co-operate.

### **Progress in delivering new responsibilities**

#### **Local Strategy for Flood Risk Management:**

In conjunction with Shropshire Council work is currently ongoing with the production of the Local Strategy for Flood Risk Management which has been jointly procured with through competitive quotes from our respective framework consultants.

The Strategy will comprise a suite of documents and assessments that will provide the overall strategic direction for the management of local flood risk in both counties. As well as outlining our joint approach for the delivery of our flood risk management responsibilities, the document must also specify the names and responsibilities of other risk management authorities such as the Environment Agency and Water Companies.

In developing the Strategy we have identified seven key objectives which are aligned with the Environment Agency's National Strategy for Flood and Coastal Erosion Risk Management and also the corporate priorities of the County Council's strategic plan. The objectives which are summarised below for information will inform the development of an action plan, detailing how we intend to deliver the Local Flood Risk Management Strategy:

- 1) Develop a strategic understanding of flood risk from all sources.
- 2) Promote effective management of drainage and flood defence systems.
- 3) Support communities to understand flood risk and become more resilient to flooding.
- 4) Manage local flood risk and new development in a sustainable manner.
- 5) Achieve results through partnership and collaboration.
- 6) Be better prepared for flood events.
- 7) Secure and manage funding for flood risk management in a challenging financial climate.

In developing the associated action plan, it is important to note that it will not be possible to deliver all potential flood risk management measures in the short term. We will, therefore, be taking a proportionate approach to focus effort and investment to deliver actions where they will be most effective. To support this approach and identify priority areas, we have undertaken a county wide property count analysis using national scale fluvial and surface water flood maps produced by the Environment Agency.

The Strategy will be subject to a three month public consultation period which is anticipated to commence in March 2014.

#### **Asset register:**

Central to the improved management of local flood risk is a better understanding of the flood defence and drainage assets (both underground such as culverts and sewers and overland such as rivers, watercourses and flood defence structures) within the county. The age and condition of our drainage infrastructure varies greatly, from culverts originally constructed hundreds of years ago, to purpose built sewers and flood defence systems designed to modern day standards. The availability of records for much of the older drainage assets is limited and, given the size of the county, this poses a major challenge in terms of undertaking surveys to obtain the necessary records.

As a consequence, we are taking a risk-based approach to the collection of additional and more detailed asset information for these historic systems as it is recognised it may take many years to collate this information. We have undertaken an assessment of settlements at risk of flooding across the county to help us prioritise this work. This will be supplemented by recording asset information as part of any investigation that is carried out after a flood event.

Whilst the latest flood mapping can give a good indication of where flooding issues may arise, it is also recognised that flooding can occur in other locations due to blockages, capacity issues or failure of drainage assets.

For the above reasons, we will share and obtain all available flood defence and drainage asset information from Risk Management Authorities and other organisations. We will also set in place a process for updating this information on a regular basis.

Given our future responsibilities for the approval, adoption and maintenance of Sustainable Drainage Systems (SuDS) serving new developments, we will set up procedures for the incorporation of this data into the Asset Register.

Currently, our Asset Register is held within Geographical Information Systems (GIS). This means that it can also be viewed in the context of a wide range of other information, such as environmental and land ownership data. Due to the fact that much of the Asset Register will be made up from third party data, which may not always be up to date, we are not intending to make the information available online. However, we will make the Asset Register available for public viewing, at all reasonable times, on request.

### **Preliminary Flood Risk Assessments & Surface Water Management Plans:**

The Preliminary Flood Risk Assessment was completed in April 2011 and subsequently endorsed by the Environment Agency. 5 Surface Water Management Plans have been produced in conjunction with District Council partner organisations to assist with development site allocation decisions. A further hydraulic study of the Kidsgrove area is currently being undertaken with a view to gaining a better understanding as to the causes of surface water flooding in the area. Following this it is intended to consider what options are available to manage the consequences of any future flooding within the areas identified at risk.

### **Investigation of flooding incidents:**

Arrangements for carrying out investigations into flood events are being shared with Technical Review Officers within Highway Operations. The involvement of the Flood Risk Management team will be dependant upon the nature and severity of the incident. The summer floods of 2012 that affected many parts of Staffordshire has led to a considerable number of locations where survey work and hydraulic analysis has been required in order to understand the root cause of the problem. This has led to bids being made to Defra in order to secure funds for the design and construction of flood alleviation projects at the following locations:

- Lower Tean
- Perton
- Huntington
- Rolleston on Dove
- Barton under Needwood
- Kinver
- Moreton
- Stretton

Confirmation of the budget allocations is anticipated to be confirmed at the Regional Flood and Coastal Committee meeting to be held on 14 January 2014. Within the current financial year a £300k scheme to reline an existing brick culvert in brick culvert in Elford was recently completed in October 2013. These works will extend the life of the culvert and thus maintain the level of flood protection within the village.

### **Consenting and enforcement for ordinary watercourses:**

On the 6 April 2012 the County Council took over the regulation of ordinary watercourses within Staffordshire a function which was previously administered by the Environment Agency. (Note this excludes watercourses located in the area managed by Sow & Penk Internal Drainage Board who are responsible for the consenting role for assets they directly maintain).

The regulation process is made up of two parts:

- Consenting of permanent and temporary works that are likely to affect the flow of an ordinary watercourse.
- Enforcement to rectify unlawful and damaging or potentially damaging work that has an adverse affect on flow of an ordinary watercourse.

Based upon our experience to date we have found that unregulated work affecting watercourses has, in many cases, been carried out in a manner which has resulted in increased flood risk. Typical issues include:

- flooding due to inappropriately sized culverts;
- the inability to carry out maintenance due to access restrictions;
- increased likelihood of blockage due to poor design (e.g. blockage of trash screens, build-up of silt);
- a lack of understanding of riparian ownership responsibilities;
- a lack of records leading to accidental damage by third parties, or;
- a lack of inspection and monitoring of condition.

In view of this we will, when considering land drainage consents, seek to preserve the natural state of land drainage systems and minimise the number of man-made alterations to watercourses.

### **Designation of features that have an impact on flood risk:**

As part of the review of the 2007 floods it was identified that certain structures or features have the ability to affect flood risk. This can be either intended or coincidental depending on the nature or location of the asset. An example of this is a boundary wall acting as an informal flood defence by redirecting surface water away from properties which would otherwise flood. In this example, whilst the presence of the wall would clearly have an unintended but

beneficial purpose in terms of flood risk, there has historically been no legal means through which to prevent its removal or alteration by its owner in the future.

To address this issue, Schedule 1 of the Flood and Water Management Act 2010 has introduced new powers that enable us to formally designate structures or features which can affect flood risk. By designating these assets, any alteration or removal by existing or future owners will require our formal consent, so we can ensure that flood risk will not increase as a result. We will consider the need to designate existing structures or features on a case by case basis as part of our work investigating flooding incidents.

Additionally, the designation process will become more widely used once Schedule 3, Sustainable Drainage Systems of the Flood and Water Management Act 2010 has been enacted. This will require all new developments to be drained by such systems. Where Sustainable Drainage Systems (SuDS) serve more than one property, we will have a duty to adopt and maintain them to ensure they function appropriately. The duty to adopt does not apply to those parts of drainage systems which serve single properties. In these cases we will designate all sustainable drainage features serving single properties. This will mean that they cannot be altered or removed without our prior approval and should help ensure that the drainage of development sites will continue to operate as originally designed.

### **Collaborative working:**

Shropshire Council and Staffordshire County Council have agreed to work together to deliver a collaborative working approach towards flood risk management for their geographical areas. This approach fits in with the corporate values of both authorities and is providing opportunities for efficiencies through the sharing of resources and joint procurement of services as well as pooling of specialist flood risk management skills which are nationally in short supply.

The aims of the collaborative approach are to:

- work together collaboratively to fulfil our roles as Lead Local Flood Authorities (LLFA's) in accordance with the spirit of the Flood and Water Management Act 2010;
- work effectively together towards a common objective based on a culture of partnering and trust and sharing of ideas, resources and methods, and;
- ensure that wherever surface water and flood risk management issues are contiguous with other issues such as community resilience, emergency planning and, climate change strategies and adaptation etc, the collaborative working approach will seek to support these functions.

There is a wide range of organisations and individuals with an interest in flood risk management across Shropshire and Staffordshire. These range from the Risk Management Authorities outlined such as the Environment Agency and Water Companies; to local town and parish councils, community flood action groups and individual riparian owners. Finding an appropriate way for this wide range of interested parties to be involved and to interact with the Local Flood Risk Management Strategy is a priority for us, as Lead Local Flood Authorities. However, it is also recognised that the process of arranging frequent meetings can be a strain on resources for those involved.

To this end, through the Local Flood Risk Strategy we are proposing an approach to partnership working based on strategic overview as well as local delivery. This will ensure that the appropriate bodies and organisations are present at the appropriate time. To support the collaborative working approach, a new governance structure has been established to provide appropriate scrutiny of the progress of this strategy and effective engagement between Regional Flood and Coastal Committees, partner organisations and community groups (see figure 1 below).

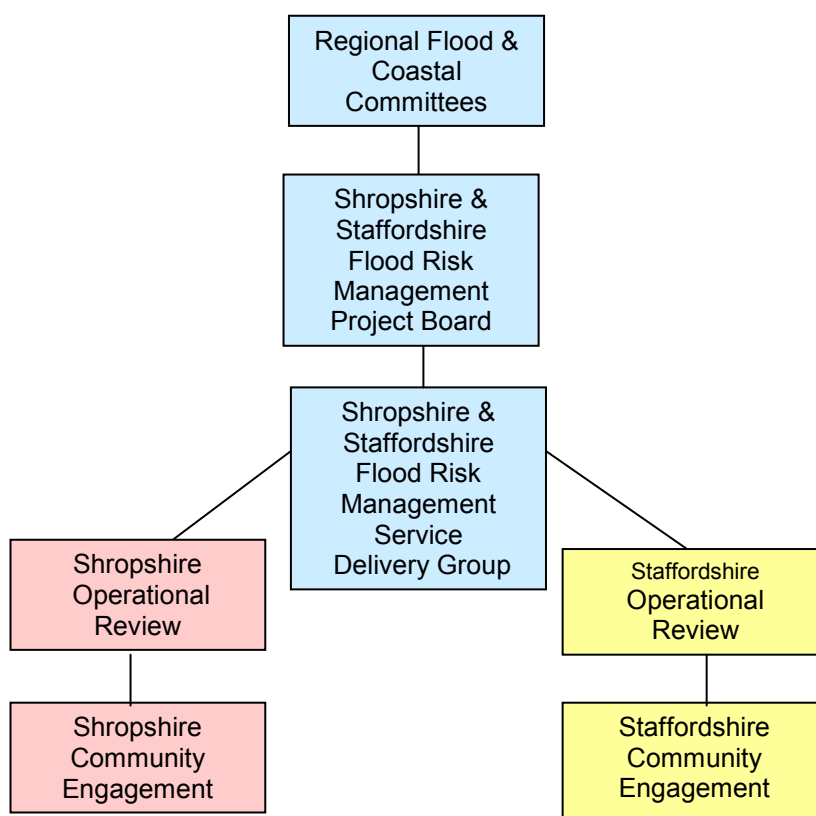


Fig 1 Shropshire Council and Staffordshire County Council Flood risk Management Governance Structure

**Flood Risk Management responsibilities still to be commenced**

The final and possibly the most significant section of the Act still to be enacted is Schedule 3 – relating to Sustainable Drainage Systems (SuDS) which Defra are hoping to implement in April 2014. When commenced, this legislation will give the council responsibility for approving Drainage Applications (to comply with National Standards for sustainable drainage systems) in relation to new development.

Implementation will be phased in with SAB approval only being applied to 'works' which constitute major development (10+ dwellings, >0.5 hectare). After 3 years, this role will expand to cover all new development.

This role not only involves the approval of drainage proposals for new development prior to construction, but also the adoption and maintenance where the SuDS system serves two or more properties. The adoption of some SuDS features will not be contained within the public highway and therefore easement agreements will be required to ensure access for maintenance and repair works. The FWMA also requires the council to designate such features as a Local Land Charge. This will mean that occupiers wishing to carry out any work that may affect the operation of the SuDS system will require prior approval of the SAB.

SuDS applications will carry a fee, designed to cover the administrative and technical costs associated with the decision making process. Additionally we will be able to levy fees, on a cost recovery basis, for us to inspect the construction of the SuDS prior to adopting them. Based upon the phased approach and data obtained from DCLG, fee income is estimated be £250K p.a. based upon 200 SAB applications.

The SAB may require a non-performance bond as a condition of approval and new forms of agreements for adoption and easements will need to be drawn up. There will be a set maintenance period during which liability will remain with the developer. This will give the SAB assurance that the SuDS will be built in line with the National Standards and will ensure that subsequent purchasers acquire properties with appropriate drainage.

Defra is currently considering how maintenance fees will be recovered to fund the LLFA ongoing costs of maintenance and repair work.

As part of the collaborative working arrangements with Shropshire Council we will be creating a 'SAB hub' in Shropshire, where the administration of the applications will take place. Technical approval work will be shared between the Flood Risk Management teams supported by Shropshire Councils framework consultant so as to manage peaks in workload and carry out detailed hydraulic assessment checks for larger developments.

Implementation timescales to meet the proposed April 2014 deadline will be tight and the support of back office teams and partner organisations will be required. Local Planning Teams have already been made aware of the proposed changes and we will work closely with them as procedures are put in place.

### **Staff Resources**

The recruitment of three new Flood Risk Officer Posts to support the work of the Flood Risk Manager took place in December 2012. All the new appointees are former employees of the Environment Agency which will prove beneficial in providing the necessary technical skills associated with flood risk management work.

The associated technical work for the SAB approval for Staffordshire will initially require an additional 2FTE. As outlined above, the work will be shared with the Shropshire Flood Risk Management team supported by their framework consultant.



Procedures will be put in place for the recharging of staff costs and the transfer of fee income to the respective authority based upon the number of applications being dealt with.

**Contact Officer**

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**Appendices/Background papers**

Flood and Water Management Act 2010  
Flood Risk Regulations 2009  
Staffordshire Preliminary Flood Risk Assessment  
UKCP09 "The climate of the UK and recent trends" 2009  
UKCP09 "Climate Change Projections" 2009  
IPCC 4th Assessment Report 2007, page 13





## **Prosperous Staffordshire Select Committee Work Programme 2013/14**

This leaflet sets out the work programme for the Prosperous Staffordshire Select Committee for 2013/14. The Prosperous Staffordshire Select Committee is responsible for scrutiny of achievement against the Council's strategic ambitions for promoting prosperity and economic growth. The committee is also responsible for the scrutiny of highways infrastructure and connectivity. In addition the committee will be responsible for priorities around education, learning and skills. As such the statutory education co-optees will sit on this committee.

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

### **County Councillor Brian Edwards**

Chairman of the Prosperous Staffordshire Select Committee

If you would like to know more about our work programme, please get in touch with Tina Randall, Scrutiny and Support Manager, 01785 276148 or [tina.randall@staffordshire.gov.uk](mailto:tina.randall@staffordshire.gov.uk)

Item	Date of meeting when the item is due to be considered	Details	Action/Outcome
<p>Infrastructure+ (formerly known as the Place Delivery Models contract)</p> <p>Cabinet Member: Mark Winnington Lead officer: Helen Riley/Ian Turner</p>	<p>3 June 2013 (Committee agenda item)</p>	<p>To consider and comment on the Outline Business Case in advance of Cabinet consideration on 19 June.</p>	<p>To reconsider when a more detailed business case is available – 19 December 2013 (proposed).</p>
<p>Work Programme Planning</p>	<p>26 July 2013</p>	<p>To receive presentations on behalf of the Cabinet Members for Economy and Infrastructure, Learning and Skills and Communities and Localism to help inform work programme planning</p>	<p>To update the work programme and bring a draft for approval to the September Select Committee.</p>
<p>County Council's response to HS2 Project to date and potential future engagement.</p> <p>Cabinet Member: Mark Winnington Lead officer: Clive Thomson/Dean Sargeant</p>	<p>6 September 2013</p>	<p>To keep Members informed of progress on HS2 Phase 1, including mitigation planning</p>	<p>The Select Committee acknowledged the work already undertaken and supported the proposed next steps.</p>
<p>Ofsted inspection of Local Authority arrangements for supporting school improvement.</p> <p>Cabinet Member: Ben Adams Lead officer: Anne Birch and Anne Newton</p>	<p>6 September 2013</p>	<p>It is proposed that Members are made aware of the detail of the inspection process, the authority's self evaluation, and Members' responsibilities and role prior to, during and post the inspection. The discussion on pupils' attainment and progress outcomes for the academic year 2012/13 will be later in the year.</p> <p>The Select Committee will also receive a progress report on this item later in the year</p>	<p>A working group be set up to consider the existing process for reviewing school intervention and improvement, helping to support the inspection preparation, acting as a critical friend.</p>
<p>Civil Parking Enforcement</p>	<p>6 September 2013</p>	<p>Consultation on proposed changes</p>	<p>The Select Committee</p>

Item	Date of meeting when the item is due to be considered	Details	Action/Outcome
Cabinet Member: Mike Lawrence Lead Officer: James Bailey			welcomed consultation at a district parking board level on the review options. They noted and requested sight of the breakdown by district/borough of the CPE deficit figures. The Chairman will also raise the Committee's concerns over the poor police attendance at the Joint Staffordshire Parking Board with the PCC
Highway Permit Scheme	6 September	To consider a new highway works permit scheme for managing utility operations (prior to Cabinet consideration on this issue)	The Select Committee supported the introduction of a permit scheme that provided greater control of activities on Staffordshire's highway network.
Improving Staffordshire's Public Transport Network Cabinet Member: Mark Winnington Lead officer: Clive Thomson	17 October 2013 (Committee agenda item)	To consider an update on the strategy for improving the County's public transport network.	The Select Committee welcomed the vision and principles to the approach to transport and asked that they receive an update in 12 months showing how the proposed developments had progressed
<b>New item:</b> Economic prosperity: LEP and the Staffordshire Economic Strategy  Cabinet Member: Mark Winnington Lead officer: Darryl Evers	17 October 2013	Scrutinising strategies of the LEP, possibly jointly with Stoke.	The Select Committee received details setting out the key strategies that were fundamental to securing economic growth across Staffordshire, giving background in readiness for

Item	Date of meeting when the item is due to be considered	Details	Action/Outcome
LEP and European Funding Strategies Cabinet Member: Mark Winnington Lead officer: Darryl Eysers	20 November 2013	Scrutiny of these two strategies that effect future Council funding	their 18 November meeting. The Select Committee gave their views on these two key strategies being developed through the Stoke-on-Trent and Staffordshire LEP
Education Trust Cabinet Member: Ben Adams Lead officer: Tony Baines	19 December	Considering looking at their terms of reference, intentions, membership and governance. Members had also requested details on how well schools are delivering careers advice and guidance	The urgency of the work to address the skills gap was acknowledged, with the work of the Trust in co-ordinating and developing links between schools, colleges, post 16 providers and businesses was supported.
Achieving Excellence: Libraries in a Connected Staffordshire Cabinet Member: Mike Lawrence Lead officer: Janene Cox/Catherine Mann	19 December 2013 (Committee agenda item)	Members to be consulted on the vision prior to Cabinet consideration.	The Select Committee accepted the proposals to adapt and reposition Staffordshire's library offer and wish to scrutinise this further as the proposals progress.
Analysis of the YPLA (Education Funding Agency) figures on post-16 take up and the effect of the end of the Education Maintenance Allowance  Cabinet Member: Ben Adams Lead officer: Anthony Baines	19 December 2013 (Committee agenda item)	Resolved at previous Select Committee on 21 January 2013 to propose carrying forward into 2014 an analysis of participation trends post 16 in the light of the Raising the Participation Age changes that would oblige young people to stay on in education or training to 17 years in 2013 and to 18 by 2015. Several national evaluations have now taken place.	The Committee noted the positive trends in participation of young people since the introduction of the Bursary Fund. The Committee also noted the continued lack of data for Staffordshire from the EFA.

Item	Date of meeting when the item is due to be considered	Details	Action/Outcome
Infrastructure+ (formerly known as the Place Delivery Models contract)  Cabinet Member: Mark Winnington Lead officer: Helen Riley/Ian Turner	19 December 2013 (Verbal update) (an extra meeting will be arranged to consider the contract prior to Cabinet decision in February)	At their 3 June meeting Members resolved that: <i>the Select Committee are kept informed on the project progress and specifically that they receive a report at the end of the year and prior to Cabinet decision on the chosen bidder</i>	The update was welcomed and Members look forward to consideration of the proposed bidder's submission in February.
Pupil Attainment in Staffordshire (early years, 0-18 years and post 18 years)  Cabinet Member: Ben Adams Lead officer: Anne Newton	24 January 2014	To consider a briefing on the attainment outcomes for 2012/13 and review the work undertaken to address any issues and sustain improvement  To include progress of schools in an Ofsted category to improve	
Flood Risk Management – Progress Update Cabinet Member Mark Winnington Lead officer: Ian Benson	24 January 2014	Update on progress of Staffordshire's flood risk management.	
<b>New item:</b> Entrust Cabinet Member: Ben Adams Lead officer: Ian H Benson	24 January 2014	Monitoring progress of contract with Entrust to ensure that it is delivering intended outcomes	
Report of the Select Committee Working Group on the Ofsted Inspection of LA Schools Improvement Arrangements	24 January 2014	To consider the final report and recommendations of the Working Group.	
Roll out of Broadband Cabinet Member: Mark Winnington Lead officer: Steve Burrows	24 January 2014 (this report has been deferred to 24 April)	Monitoring progress with delivery	
Infrastructure+ (formerly known as the Place Delivery Models contract)	12 February	To highlight critical success factors that could feed into the final contract terms and any concerns that need to	

Item	Date of meeting when the item is due to be considered	Details	Action/Outcome
Cabinet Member: Mark Winnington Lead officer: Helen Riley/Ian Turner		be taken into account as the negotiations continue and prior to Cabinet decision	
<b>New item:</b> Rural Strategy Cabinet Member: Mark Winnington Lead officer: Ian Wykes	7 March 2014	Monitoring progress with delivery	
<b>New item:</b> Rail Strategy Cabinet Member: Mark Winnington Lead officer: Clive Thomson	7 March 2014		
Highways and the Built County Capital Programme Lead officer: James Bailey	tbc	Consideration of how to evaluate Highways and the Built County Capital Programme to ensure best value	
Minerals Local Plan Lead Officer: Mike Grundy	tbc	Consulting on the developing Minerals Local Plan	
Quality of road maintenance Lead officer: James Bailey	7 March 2014	To consider the quality of road maintenance and specifically winter road maintenance	
2012 Olympics and development of the Sportshire Strategy	Quarterly updates (possibly via the Members Bulletin)	Whilst accepting the rationale behind this item being referred to Corporate Review Members requested that they be kept updated of progress on a quarterly basis.	Members had agreed to review the cultural and sporting legacy of the 2012 Olympics in 2013. Given the cross cutting nature of this item (impacting on health, prosperity and learning and skills) the item has been referred to Corporate Review Committee for their consideration.
<b>New item:</b> Tourism Strategy Cabinet Member: Mark Winnington Lead officer: Graeme Whitehead	24 April 2014	Monitoring progress with delivery (to include reference to Chasewater Country Park)	



Item	Date of meeting when the item is due to be considered	Details	Action/Outcome
Chasewater Country Park Lead Officer: Ian Wykes	24 April 2014	To update Members on progress of the transfer and development of the Chasewater Country Park	Members requested further detail on the development opportunities for this site.
Country Parks Review	24 April 2014	To update Members on the production of a management plan for the county council owned countryside estate.	
Street Lighting Update Cabinet Member: Mark Winnington Lead officer: Ian Turner	It is proposed that a briefing note be circulated to update Members on this issue.	To update Members on the operation of dimming technology and take up of part night switch offs after Winter 2012/13	Briefing note received and accepted.
Centralisation of public access to Archive Services and the William Salt Library Collections Lead officer: Janene Cox/Catherine Mann	It is proposed that a briefing note be circulated to update Members on this issue.	To inform Members of the proposals to centralise public access to these services/collections.	Briefing note received and accepted.
Staffordshire Local Nature Partnership Lead Officer: Ian Wykes	It is proposed that a briefing note be circulated to update Members on this issue.	Informing Members of the work of the Staffordshire Local Nature Partnership	
Carbon Reduction Targets Lead Officer: Ian Benson	It is proposed that a briefing note be circulated to update Members on this issue.	To update Members on progress in reaching the Council's carbon reduction targets	Briefing note received and accepted.
Energy Policy Lead Officer: Ian Benson	It is proposed that a briefing note be circulated to update Members on this issue.	To inform Members of the development of an energy policy	
Contract Performance re. HWRCs, W2R,	It is proposed that a	To update Members on contract	Briefing note received and

Item	Date of meeting when the item is due to be considered	Details	Action/Outcome
Hanford and closed landfills	briefing note be circulated to update Members on this issue.	performance re. HWRCs, W2R, Hanford and closed landfills	accepted.
Special Educational Needs and Disability and Vulnerable Children Cabinet Member: Ben Adams Lead officer: Lynda Mitchell		Members to understand the legislation and to comment on the Authority's strategic framework.	Item has been referred to the Health and Wellbeing Board
Higher Level Education	It is suggested that this be considered either via an inquiry day or working group	Ensuring higher level education better fits local business skill requirements to help address the skills gaps	
Freight Policy Cabinet Member: Mark Winnington Lead officer: Clive Thomson			

<p><b>Membership</b></p> <p>Brian Edwards (Chairman)  Martyn Tittley (Vice-Chairman)  George Adamson  Ann Beech  Len Bloomer  Maureen Compton  Mark Deaville  Geoff Martin  Geoff Morrison  Diane Todd  Deborah Kay (Co-optee)</p>	<p><b>Calendar of Committee Meetings</b>  (at 10.00 am and at County Buildings, Martin Street, Stafford ST16 2LH unless otherwise stated)</p> <p>3 June 2013 at 3.30 p.m.  26 July 2013  6 September 2013  17 October 2013  20 November 2013  19 December 2013  24 January 2014  <b>12 February 2014 at 2.00 pm (extra meeting)</b>  7 March 2014 at 2.00 p.m.</p>
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Rachel Kidd Smithers (Co-optee)  
Rev. Preb. Michael Metcalf (Co-optee)  
Neil Taylor (Co-optee)  
Ellen Wright (Co-optee)

**24 April 2014 (extra meeting)**

