

**Corporate Review Committee**

Monday, 2 December 2013

**2.00 pm**

Oak Room, County Buildings, Stafford

John Tradewell  
Director of Democracy Law and Transformation  
22 November 2013

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**A G E N D A**

1. **Apologies**
2. **Declarations of Interest**
3. **Minutes of the meeting held on 21st October 2013** (Pages 1 - 4)
4. **Achieving Excellence Staffordshire County Council Strategic Plan 2014 to 2018** (Pages 5 - 12)  
  
Report of the Deputy Leader and Cabinet Member for Finance and Transformation
5. **2012 Legacy and the Sportshire Agenda** (Pages 13 - 22)  
  
Report of The Director for Place and Deputy Chief Executive
6. **Work Programme** (Pages 23 - 28)
7. **Exclusion of the Public**

The Chairman to move:-

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

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**PART TWO**

(All reports in this section are exempt)

None

### **Membership**

|                               |                  |
|-------------------------------|------------------|
| Philip Jones (Chairman)       | Kevin Jackson    |
| Frank Chapman (Vice-Chairman) | Brian Jenkins    |
| Tim Corbett                   | Kath Perry       |
| Carol Dean                    | John Taylor      |
| Brian Edwards                 | Susan Woodward   |
| John Francis                  | Mike Worthington |
| Derrick Huckfield             |                  |

**Democracy Manager – Scrutiny and Governance** - Duncan Whitehouse Tel: (01785) 276154

## Minutes of the Corporate Review Committee Meeting held on 21 October 2013

Present: Philip Jones (Chairman)

Tim Corbett  
Carol Dean  
Brian Edwards  
John Francis  
Kath Perry

Derrick Huckfield  
Kevin Jackson  
Brian Jenkins  
John Taylor

**Also in attendance:** Ian Parry (Deputy Leader and Cabinet Member for Finance and Transformation)

**Apologies:** Frank Chapman, Susan Woodward and Mike Worthington

### **PART ONE**

#### **15. Declarations of Interest**

**It was resolved** – That there were no declarations of interest on this occasion.

#### **16. Minutes of the meeting held on 17th September 2013**

**It was resolved** – That the minutes be approved and signed by the Chairman.

#### **17. Corporate Complaints Annual Report and Local Government Ombudsman Annual Review**

The Deputy Leader presented an annual report on the authority's complaints and the Local Government Ombudsman's Annual Review.

Questions were invited from members of the committee:

- The report states that two complaints were denied use of the complaints procedure. Why was this?

Some complaints are received by Staffordshire County Council when they actually relate to a different organisation or another local authority. In these cases, their complaint is forwarded to the correct location.

- The report states that complaints help to improve service delivery and prevent repeat complaints. How many improvements have been made as a result of complaints?

Information can be sought after the meeting and provided. An example of how Staffordshire County Council has changed its procedures as a result of a complaint was given.

- When complaints are received and passed on to a third, more relevant, party what happens to them?

Detailed information can be provided after the meeting if required.

- With more commissioning of services, what will happen to complaints in the future?

Staffordshire County Council will carry out audits of other organisations in order to monitor the quality of services. The responsibility for delivery of a quality service rests with Staffordshire County Council.

- It would be useful to separate out the figures in the report to show which complaints were settled and when in order to give a truer picture.

This will be looked into in order to improve the report next year.

- If the authority is learning from its complaints why does the level of complaints remain at the same level?

The authority does learn from complaints but can't always implement changes due to the costs involved.

- How will the complaints procedure be adapted to handle the authority working in joint venture with third parties?

The authority already works in a joint venture with Capita (Entrust) and both organisations work together with regard to complaints. Entrust have the opportunity to consider a complaint in the first instance and then Staffordshire County Council decide how best to handle it.

- Would it be possible to see what complaints are currently received regarding Staffordshire County Council's day services and then monitor them to see how the new joint venture is performing?

Staffordshire County Council wants to know if complaints that get sent to other organisations are resolved and needs to look at systems that could capture that information.

**It was resolved** - That the Customer Feedback & Complaints Team will continue to monitor more closely timescale adherence to identify any concerns or trends, whilst still providing updates to complainants and sending reminders to those investigating. The team will also liaise more closely with service areas on a case by case basis to agree when interim responses should be sent.

## **18. Update on the Transformation Support Unit Programme**

The Deputy Leader presented a progress report on the Transformation Programme. He explained the purpose of the Transformation Programme and the need for more resources to tackle high risk issues. He then summarised the main TSU projects. He

also stated that the authority had a record of making savings but that finding savings would become more difficult in future. He explained the Challenge Sessions that have been set up with the People and Place Directorates in order to identify what resources are needed to achieve their objectives.

The Director of Finance and Resources gave a presentation on the authority's Medium Term Financial Strategy (MTFS) and described some of the issues that the council will face over the next four years such as:

- Unknown central government funding from 2015/16.
- Increased pressure due to significant recent reductions in central government funding.
- A potential £20million deficit next year.

He explained that spending will be focused on delivering priority outcomes and working in partnership with other organisations in order to deliver services whilst continuing to make savings.

The Deputy Leader stressed that the problems are not specific to Staffordshire but are being experienced across the country and gave an example of partnership working in order to improve finances.

The following questions were posed by members:

- There are a lot of acronyms in the document. In future could these be either explained or avoided in reports?

This will be considered for future reports.

- Is the funding allocated to Families First going to continue next year?

A robust plan is being delivered to change how things are done, however nothing will be changed or removed until something can be put in its place.

- What assumptions have been made about the funding from central government?

It is difficult to predict the final figures from the Treasury but an increase of 0% has been assumed.

- Feedback from some constituents has given cause for concern about the increase in mental health problems. How does the authority ensure that the savings it looks for don't negatively affect people with mental health issues?

The demand for mental health services has increased and the authority is putting effort into collaboration with companies where employees are at high risk of stress related issues and with the police who often have to deal with people who have mental health problems. It needs a more joined up approach.

- Is becoming a unitary authority suggested as a solution?

No, but collaboration is.

- Does the authority use cost-benefit analysis and how can the members get access to the mathematics used in order to better understand the figures?

A detailed explanation of how the figures are arrived at can be given outside of the meeting. A mixture of cost-benefit analysis, application of synergies and personal judgement is used. You can't use just one tool, a mix of expertise and judgement is needed. Scrutiny is key to ensuring that decisions are robust.

- Has the authority given up on local authority schools?

More and more schools are choosing alternative models of working. If a school is found to be failing then conversion to academy status is an option. No schools are being forced into becoming academies but are supported by the authority in whichever direction they choose to travel.

- All members of the Corporate Review Committee should be aware of the financial risks of all projects.

MTFS scrutiny working group sessions should do this.

- Staffordshire County Council is leading the way by creating partnerships to improve services and not simply spending more money. Are smaller, volunteer organisations being looked at for collaborative opportunities?

Different types of organisations are being considered for different projects.

- Staffordshire County Council has already spent a lot of money on the creation of integrated services. With the new Integrated Transformation Fund will there be an opportunity to claw back some of those costs?

Clawing back previous spend would not be allowed. One year's notice will be given of the 2015/16 amount so plans can be made on how it will be best spent next year.

**It was resolved** – That the report be received.

## **19. Work Programme**

The draft work programme was presented to members.

It was commented that the chairs of Health Staffordshire, Prosperous Staffordshire and Safe and Strong Communities should look at how services for Vulnerable Adults can be jointly scrutinised.

**It was resolved** – That the work programme be approved.

**Chairman**

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

## **Corporate Review Committee – 2<sup>nd</sup> December 2013**

### **Achieving Excellence Staffordshire County Council Strategic Plan 2014 to 2018**

#### **Recommendation**

1. That Corporate Review Committee considers the updated position in relation to the development of Staffordshire County Council's strategic direction and priorities for the 4 year period leading up to 2018.
2. That the committee considers the emerging work on the Strategic Plan for the period 2014 to 2018, and comments on and endorses the approaches set out for its preparation.

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

#### **Background**

3. This report provides Corporate Review Committee with an update to the Achieving Excellence report presented on 17<sup>th</sup> September 2013. It sets out progress on the work undertaken to develop our priorities for the next four years, which are based on what people and businesses across Staffordshire have told us is important to them.
4. The report provides a summary of the planning work undertaken to date which will form the basis for the content of the draft Staffordshire County Council Strategic Plan. The draft Strategic Plan will be considered by Cabinet during winter 2013, and this report provides an opportunity for the Corporate Review Committee to influence the preparation of the draft plan.
5. Throughout the preparation process, the emerging plan is being used to shape the budget for 2014/15 and the forthcoming Medium Term Financial Strategy (MTFS). Together these will be formally signed off by full County Council in February 2014. Corporate Review will have a further opportunity to scrutinise the content of the Strategic Plan prior to final submission to Cabinet and Full Council. Corporate Review has agreed to establish a working group to scrutinise the development of the MTFS (a more detailed timetable for the preparation of the Strategic Plan is presented at appendix 1).

## **Introduction**

6. Over the past twenty years there has been a major change in the way people live their lives. Technology has transformed the ways in which people work, play and connect, employment patterns have fundamentally changed, family structures are more varied and complex and people have more choice around how they spend their time and money. Today, everyone wants a greater choice and control of their own lives. At the same time, people's expectations have changed and we are no longer happy to receive what the state deems is best, and this has profound implications for all public services.
7. Alongside this, recent years have seen unprecedented change in local government and public services in general. Along with other local authorities, Staffordshire County Council continues to face challenging economic conditions, particularly around how it is resourced and run within the context of national economic austerity.
8. We have transformed the county council over recent years to develop a way of working, focusing what we do and how we do it on what matters most for Staffordshire's people, whilst ensuring value for money. While the economy is recovering, doing more for less is the new normal and this will continue to shape the future landscape of the public sector and its partnerships.
9. Underpinning all of this work, the county council needs to be clear about its priorities, particularly against the context of the financial position and as the demands for the county council's services increase for a range of reasons.
10. We have therefore created our strategic priorities for the next four years, and these shape the county council's Strategic Plan and all of the plans which will contribute to it for the period 2014 to 2018 and beyond.

## **Strategic Priorities for 2014 to 2018**

11. Our priority in the months since the County Council election in May 2013 has been to shape the vision and outcomes which will drive what the county council delivers over the next four years, and translating the commitments in the manifesto into priorities for our business planning arrangements.
12. The vision and outcomes provide the framework against which Staffordshire County Council will base its commissioning intentions, and allocate resources over the next four years. They will also form the basis of the conversations we will hold with our residents and partners about how we will prioritise our work, make investments decisions and continue to be a well-run, value for money council.

13. To bring these priorities to life, the county council has adopted 12 principles for a connected Staffordshire which are fundamental towards the way that the organisation works, and how everyone associated with the county council should think.

### **Principles for a Connected Staffordshire**

To deliver our radical approach, improve outcomes and deliver savings, over the next four years we will:

#### Evolve the deal with residents

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

#### One Staffordshire

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

#### SCC will:

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

#### How we work:

- Get more joined up, locally and corporately, so we can work with residents, communities and partners to meet local needs more effectively.
- Get our financial systems, governance processes and commissioning support aligned to enable delivery of our ambitions.
- Everyone associated with SCC (employees, members, providers, etc.) will go out of their way to understand what local people need, put their needs

at the centre of what we do and find new and better ways to improve their lives.

14. Throughout the summer of 2013 a number of workshops across 8 “think piece” themes were held. The think piece workshops were run in a way to encourage open thinking, to be challenging and free from any pre-conceptions. These groups were chaired by Cabinet members and Cabinet Support members and included evidence from policy and customer insight in shaping the conversations and outputs.

15. The summaries of the think pieces are being used, alongside the principles above, to help us explore how we can achieve our outcomes, and the vision of a Connected Staffordshire. The 8 themes considered in the think piece workshops were:

- Personal responsibility for health and happiness
- High aspirations for better and healthier lives
- People have and use their voice
- Staffordshire is a great place to live
- Technology improves quality of life
- More and better jobs, stronger enterprise
- Excellent access to the things people want or need
- Support for people when they need it most

### **Local partnership context and priorities**

16. In June 2013, the Staffordshire and Stoke-on-Trent Partnership agreed three priorities. These are based on the evidence set out in the Staffordshire and Stoke-on-Trent Story and other needs assessments, alongside the on-going conversations and engagement which help the Staffordshire public sector to better meet the needs of local people.

The partnership has agreed three priorities which closely link to the priority outcomes of Staffordshire County Council:

- **Community safety**
- **Health improvement and wellbeing**
- **Economic prosperity**

17. The county council has continued to collaborate with organisations across Staffordshire to ensure closer working with district and borough councils, parish and town councils, businesses, charities and the voluntary sector, as well as the police and fire services and health organisations to ensure that our joint working has the maximum impact in achieving these priorities.

18. Staffordshire County Council will work closely to ensure that innovative ideas and solutions are encouraged, and that everyone plays their part in contributing to the three high level strategies and plans which set the framework for how the partnership's priorities can be achieved, namely:

- "Safer, Fairer, United Communities for Staffordshire" – A Police and Crime Plan for Staffordshire and Stoke-on-Trent 2013 – 2018
- "Living well in Staffordshire" The Staffordshire Health and Wellbeing Plan – 2013 – 2018
- The emerging Stoke-on-Trent and Staffordshire Local Enterprise Partnership (LEP) Strategic Economic Plan (which is currently in development)

19. The Strategic Plan and Staffordshire Business Plan will set out Staffordshire County Council's contribution in working towards these high level priority outcomes and strategies and the priorities contained within them. They will explain how we will work in partnership to deliver them, and the activities that we will lead on to make an impact against them.

### **The Strategic Plan 2014 to 2018**

20. The Strategic Plan will set out the vision of what we will achieve for Staffordshire in the next four years and the ways that we will work with our residents, communities, businesses and partners to make this a reality. It sets out why we believe this is right for Staffordshire and how we intend to deliver it.
21. The Strategic Plan informs our Medium Term Financial Strategy (MTFS) which provides details of how we will fund our operations. It will be accompanied by a Business Plan which provides more details on the 'how', 'who' and 'what' we will be doing to make our priorities a reality. This will be made available in April 2014 and will be refreshed on an annual basis.
22. This distinction between the Strategic Plan and the Business Plan provides the opportunity for the Strategic Plan to be more visionary, setting out the narrative of how the county council will work with its partners in achieving its vision and the priority outcomes for Staffordshire.
23. Using the outcomes of the 8 think pieces referred to above, and underpinned by the principles for a connected Staffordshire, the Strategic Plan will set out the county council's response to tackling the macro economic conditions faced by the whole public sector, and predicted increases in demand for services. As such it will set out the ways in which the county council expects that its relationship with Staffordshire's people will change. Today people want greater choice and control over their own lives, and they are not content in

receiving what the state deems is best. It will also mean a much greater shift from tackling problems, towards preventing them from occurring in the first place.

24. All of this will require strong, ambitious and visionary leadership, a focus on people rather than organisations, and a change in people's expectations of what the county council is there for.
25. The Strategic Plan will continue to reinforce our way of working as a commissioning organisation. We will continue to shape ourselves around what people and businesses tell us is most important to them, and our elected members will have a key role to play in this respect, acting as community leaders on the ground for local people, and relaying the insight that they gather from our communities to enable us to plan and shape services more effectively.
26. Above all, the Strategic Plan will set out the way in which Staffordshire County Council will work, embracing innovation, being as efficient as possible and shifting resources towards where they can make the greatest positive impact on priority outcomes.

## **Conclusions**

27. Staffordshire County Council is making good progress towards its ambitions and meeting its vision of a Connected Staffordshire where everyone has the opportunity to prosper, be healthy and happy.
28. The next four years will continue to be challenging, as the public sector continues to tackle the unprecedented financial position and making the very best use of resources available. The Staffordshire County Council approach will continue to be about looking fundamentally at what we do to ensure that we can make a positive and sustainable impact against the outcomes that matter most for Staffordshire's people and businesses. The input of the Corporate Review Committee in shaping the Strategic Plan is a key element in ensuring this future sustainability.

## **Report Author:**

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**Appendix 1 – Proposed timetable for development of Strategic Plan 2014-2018**

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



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

**Corporate Review Select Committee– 2<sup>nd</sup> December 2013**  
**2012 Legacy and the Sportshire Agenda**

**Recommendations**

1. That the Corporate Review Select Committee considers the local legacy from the 2012 Games from both a sporting and economic perspective.
2. That the committee considers and endorses the principles underpinning the development of the County Council's Sportshire vision and framework in the context of the County's business priorities and community outcomes

**Report of: The Director for Place and Deputy Chief Executive**

**Background**

1. This report was prepared at the request of the Corporate Review Select Committee. The Committee wished to investigate the extent to which the Olympic Legacy is being used to drive forward local priorities and to monitor the progress of the Sportshire strategy.
2. This report provides a summary of the local sporting and economic impact of the 2012 Games. The report also sets out the progress already made and the future plans put in place to ensure a long-lasting legacy for the residents of Staffordshire.
3. The 'Staffordshire and Stoke-on-Trent Legacy Action Plan' was developed by a 2012 Steering Group, chaired by Neil Turner of Lichfield District Council; membership included District Councils as well as health and education partners. The implementation of the plan was managed by the Staffordshire 2012 Coordinator.
4. Each of the district authorities became signatories to a 2012 Charter, outlining shared responsibility and cementing their commitment to achieving a sporting legacy locally. (Appendix 1.1)
5. Building on local success, Staffordshire County Council acknowledged the power that a strong sport and leisure offer had in generating visitors, jobs and prosperity to our County. In recognition of this (and the well-documented benefits of healthy and active lifestyles for a community) the County - in partnership with Sport Across Staffordshire and Stoke-on-Trent (SASSOT) - began the development of a Sportshire vision and framework.

6. To this end, Staffordshire County Council and SASSOT jointly funded, and appointed in 2013, a Sportshire Coordinator to complete the development of the Sportshire framework and to implement its action plan.

## **Introduction**

### **Staffordshire's 2012 legacy**

7. Staffordshire embraced the unique opportunity of the London 2012 Olympic and Paralympic Games to inspire and engage our communities. The legacy can be felt in our sporting infrastructure but also in our economy and communities.
8. The early recruitment of the 2012 Coordinator in 2008 was pivotal in the delivery of a successful 2012 programme. Working alongside the 2012 Staffordshire and Stoke-on-Trent Steering Group and the LOCOG nations and regions group, the role was key in driving national projects and programmes such as the Olympic Torch Relay, Sports Maker recruitment and the Cultural Olympiad. They also provided the capacity to implement local, bespoke initiatives which serviced Staffordshire residents.
9. In partnership with SASSOT and our district council colleagues, we continue to maximise the opportunities presented by Lottery and Legacy Trust funding. The Sportshire agenda seeks to examine how, in the currently challenging economic conditions, we can sustain this momentum and broaden the impact of the 2012 Games.
10. Post Games, in partnership with SASSOT and our district council colleagues, we continue to maximise the opportunities presented by various Legacy-funded programmes. This report focuses on the headlines from these programmes, acknowledging that the impact of the Games was far-reaching and the scope of this paper is not exhaustive.

### **Young People**

11. The vision of the 2012 Games was to “Inspire a Generation”, and the efficacy of this objective is most visible in our club structure. Clubs locally are reporting an increase in interest, and the need to establish waiting lists for their junior sections. The most desirable legacy for Staffordshire would be that our next generation enjoys the health benefits of an active lifestyle.
12. The Lottery-funded ‘Sportivate’ initiative has been a successful tool in increasing sporting participation figures in young people locally. The programme allows 14-25 year-olds who are not traditionally regarded as ‘sporty’, to gain access to six to eight weeks of free or subsidised coaching in a range of sports. SASSOT has delivered this programme to great effect, initiating 250 blocks of activity which engaged 3,059 people in 2012-13. Crucially, around 40% of these young people have been retained in sport, creating sustained participation beyond the life of the programme. Sportivate has been a national success, resulting in an extension of funding until March 2017. As a result Staffordshire can expect to enjoy a sustained increase in sports participation.

13. The Youth Sport Trust has used Legacy Trust Funding to continue the excellent work that has been achieved in school sport via the Sainsbury's School Games (SSG). The SSG motivates and inspires school children to take part in competitive school sport. SSG is made up of four levels of activity: competition in schools; between schools; at county/area level; and a national finals event. Staffordshire schools have embraced the programme during the past 24 months and 3,405 young people participated in some element of the Games. The Staffordshire Level 3 School Games Local Organising Committee supported by SASSOT organises a multi-sport festival as a culmination of year-round school sporting competition.
14. Staffordshire County Council's 'Young People's Sports Performance Grant Scheme' is a local initiative which demonstrates the County's continued commitment to supporting sporting excellence. Each year the Scheme provides small amounts of funding to support young people who either live or go to school in Staffordshire and who excel in sport. The money awarded is used to support the cost of their training and competitions, including expenses such as travel, equipment and accommodation. In the last two years the Scheme supported just under 100 young people and the funding is set to continue into 2014.
15. 'Get Set' is the official education programme for the Games and is designed to use the values and aspirations of the 2012 Games to develop high standards in and out of school. Staffordshire had the second highest number of registered schools in the West Midlands, with 90.10% of eligible schools registering for the programme. As a result 250 schoolchildren received free tickets to the Games via the ticket share programme. Schools continue to receive resources and tools via an online portal and hope to use The Games in Sochi and Rio to maintain the momentum.

### **Volunteering**

16. One of the unexpected triumphs of the Olympics and Paralympics was the profile of the volunteer workforce: the 2012 'Games Makers'. The nation celebrated their contribution and as a result, the profile of volunteering was elevated. The opportunity to stimulate this community and voluntary sector activity was taken up by the delivery of two key programmes.
17. Sport England's Olympic and Paralympic volunteering legacy programme 'Sport Makers' was launched in October 2011, aiming to inspire people to sign up and commit to at least 10 hours of sports volunteering. 938 Sport Makers were recruited in Staffordshire and Stoke-on-Trent, resulting in at least 9,380 hours of volunteering in sport locally. SASSOT sustained this momentum by the delivery of 'Young Leader Awards', focusing on providing 16-24 year olds with free sports-leadership training, improving their confidence and providing them with skills and qualifications which not only support our sporting infrastructure but boost the employability of young people. Since the start of 2013, 150 young people are receiving one-to-one support.

Other sectors took the opportunity to engage this motivated volunteer workforce. In 2012, Staffordshire's libraries recruited 73 volunteers, to support the Summer Reading Challenge, which was linked to the Cultural Olympiad.

## **Economy**

18. Staffordshire maximised the opportunity to showcase the County to national and international audiences through the Olympic Torch Relay. We welcomed the Torch on two separate occasions as it passed through eight districts. We also hosted two Paralympic flame celebrations at Cannock and Trentham. 183,035 people lined the streets to see the Torch pass through and it is testament to the operational competence and spirit of this event that only one complaint was received about the disruption to normal services. The Torch Relay helped to generate an estimated £513,000 worth of economic activity in the county, with some local business reporting their best ever day's trade. The marketing communications campaign that underpinned Torch-related activity included a rolling programme of VIP visits, strong online presence, engagement campaigns and the development of a close-working relationship with the BBC. As a result, our ability to engage the press and media was markedly enhanced.
19. The economic successes in the area surpassed all targets: 59 businesses won 2012 contracts, (of these businesses 27 disclosed their value, which amounted to £51,938,000). This ranged from high-value contracts (such as the 37 million pound contract Aggreko secured with the ODA for the supply of equipment and systems) to the profile services (such as Bob Ellis Equestrian's design of the Olympic Show Jumping course at Greenwich). Despite these successes there are potentially some lessons to be learned around the engagement of national business representative groups, such as the British Chambers of Commerce, which may have enhanced the promotion of opportunities to small- and medium-sized companies.
20. The opportunity to support aspects of the Games instilled confidence in local businesses, giving enhanced credibility to their provision of goods and services. Now is the time to capitalise on this profile, to ensure a lasting economic benefit. 'The Supplier Recognition Scheme' (SRS) is one avenue to achieve this; it provides eligible suppliers with recognition for the part they played in the success of London 2012. Currently none of Staffordshire's or Stoke-on-Trent's suppliers have registered for the scheme. The Sportshire Coordinator post offers a channel to these businesses in order to raise awareness of the SRS scheme.
21. Staffordshire also built its profile in sport by hosting international teams' pre-games training camps at Cannock Hockey Club (including, notably, the Pakistan Hockey Team), as well as hosting major sporting events including the 'Tour of Britain'. This has further boosted our reputation as a suitable venue to host large-scale events in the future
22. Opened in 2012, the National Football Centre at St. George's Park presents us with a unique opportunity to promote Staffordshire as a leading destination for elite sport. This world-class facility is situated within a 330 acre site and is available for use by national and international football clubs as well as other

sports and business organisations. Facilities include: one full-size indoor football pitch (third generation), one 60x40m multipurpose indoor sports hall, eleven full-size outdoor football pitches and one elite DESSO training pitch — an exact replica of Wembley. It also boasts world-leading medical / sports science facilities on site and has recently become the first FIFA F Marc Centre of Medical Excellence in the UK.

In 2014, St. George's Park will host the UEFA European Women's under-17 Championship finals. It is expected that this will be the first of many major corporate and sporting events to be hosted at the site, making St George's a key venue for Sportshire.

23. The 2012 Charter (included in appendix one) set out key commitment around sport and leisure facilities and provision. The Charter was used to galvanise partners and create a sense of collective responsibility and shared ownership. It has also been used to provide focus and direction to district sport and leisure strategies, ensuring a uniform approach across the county. All of our districts became signatories to the Charter.

### **Development of Sportshire Vision and Framework**

24. The aspiration and subsequent programme of 2012 activity demonstrated that sport could successfully contribute to a number of Staffordshire County Council's outcomes. Whilst a number of tangible outcomes have been achieved over the last twelve months we must take a more creative and proactive approach if we are to generate a lasting impact in our county.

25. The Sportshire vision and framework represents a new direction of travel in relation to the Olympic and Paralympic legacy; the remit of the Sportshire Coordinator is to look beyond sport to achieve a multi-agenda impact. By creating a critical mass of facilities and experiences we can drive the development of jobs in the sports sector, stimulate our visitor economy, contribute to private sector investment in the area and increase participation figures.

26. Sportshire seeks to address a number of key strategic issues, including a low level of businesses and jobs in sport, an underperforming visitor economy, poor health outcomes as a result of physical inactivity and, an under-supply of sporting facilities. Figures in the Appendix demonstrate the scale of these issues locally.

27. Within that context the Sportshire aspirations are as follows:

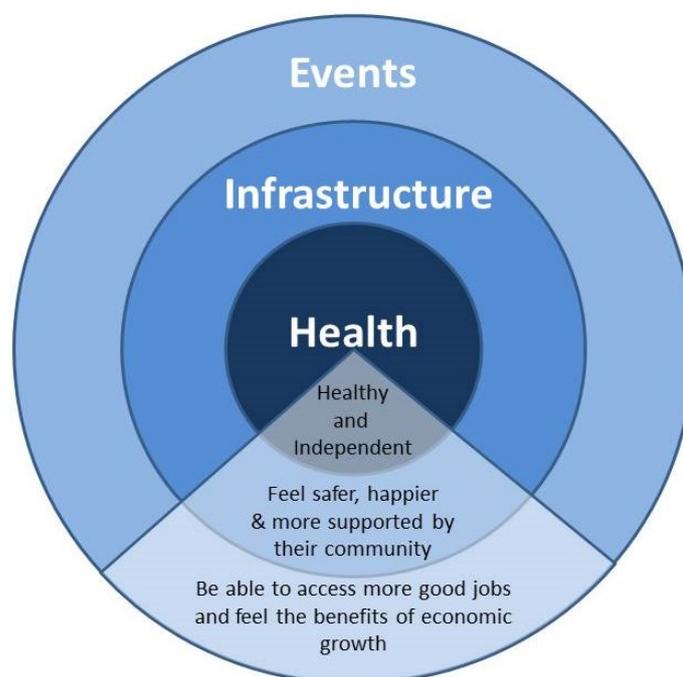
- To transform the Staffordshire and Stoke-on-Trent area into a really attractive proposition for people wishing to work and live within its boundaries.
- To build upon the existing unique cultural, historical and sporting offer to position the area as a place of national and international importance thereby encouraging visitors and driving jobs through a burgeoning visitor economy.

- To work in conjunction with health partners to create a sporting infrastructure that addresses poor health outcomes and reduces the economic burden of physical inactivity.

The realisation of these aspirations would contribute considerably to the SCC priority outcomes, enabling the people of Staffordshire to experience the following:

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

## 28. Sportshire delivery strands



The Sportshire concept has been developed with Staffordshire County Council’s corporate outcomes in mind. During the summer, as part of the new approach to strategic and business planning, a number of workshops took place, designed to explore eight core themes / statements identified by the Senior Leadership Team and cabinet as areas in need of investigation. Each workshop produced a “think piece”: a short document outlining the principles agreed upon. The Sportshire concept has been progressed by the output of these “think pieces”. Specifically, in identifying three delivery strands: events, infrastructure and health

**1. Events** – A core goal of Sportshire is to host mass participation and internationally recognised sporting events to deliver economic growth to Staffordshire through overseas and out-of-area visitor spend. These events will help promote the county as a global destination for sport and enhance the credentials of our events industry. Furthermore, growth in this area will inspire and motivate our residents, generating “*aspirations for healthier lives*”.

**2. Infrastructure** – Sportshire aspires to work with partners to develop our sporting and leisure facilities. Led by customer insight, a cohesive and strategic approach will be taken in delivering “*excellent access to the things people want or need*”. We intend to boost our underperforming sport industry, increasing the opportunities for employment in sport and creating “*more and better jobs, stronger enterprise*”.

**3. Health** – Sportshire strives to support the Staffordshire Health and Well-Being Board in the delivery of their Active Staffordshire Strategy. We aim to increase participation in sport and physical activity among all sections of society but particularly those currently under-represented in sport and physical activity participation. We will provide guidance and support to large employers in the county regarding physical activity and sport in order to reduce the economic burden of ill health. We will aspire to motivate residents to take “*personal responsibility for their health*”.

### **Next steps**

29. The next phase of the Sportshire planning is to bring together key partners locally to agree an operating framework. The framework will set out the key strategic principles and focus that will steer the identification of potential projects or schemes. This framework will inform a twelve-month action plan. The final draft of the strategy will be complete by March 2014.
30. The framework will provide complete transparency for our partners and enable us to achieve collective ownership. This collaborative approach will allow a cohesive and strategic approach to matters such as applying for capital and revenue funding, submitting event tenders and commissioning sport services.
31. To ensure the appropriate levels of governance around the strategy, a Sportshire steering group will meet quarterly – in the first instance, to ensure key partners and stakeholders are supporting the development of the concept, to help inform the final stages of planning, and also to monitor the strategy’s implementation.
32. The paper will be developed in conjunction with our partners in the districts and the City, Sport England, Department of Health and National Governing Bodies of sport. It will be designed to blend such key related policy and strategy documents as ‘Active Staffordshire’, ‘The Sub-Regional Sports Facilities Framework’ and ‘Enjoy Staffordshire Strategy’.

### **Conclusions:**

33. As an organisation we embraced the unique opportunity of the London 2012 Olympic and Paralympic Games to inspire and engage our communities. We have seen tangible benefits in our volunteer numbers, levels of participation and in a general boost to our local economy.
34. The Sportshire vision and framework represents a new direction of travel in relation to the Olympic and Paralympic legacy. The remit of the Sportshire Coordinator is to look beyond sport to achieve a multi-agenda impact.

35. The direction of the Sportshire Strategy is guided by Staffordshire County Council's visions, values, and behaviours, reflecting the recent outcomes from the Achieving Excellence Think Pieces and underpinned by the 'Principles for a connected Staffordshire'. As a result, the leadership, development and delivery of Sportshire will significantly contribute to Staffordshire County Council priority outcomes and the health and wellbeing of Staffordshire's residents.

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## Appendix One

### 1.1 Staffordshire and Stoke-on-Trent's Legacy Charter

We will work together to support a lasting legacy for Staffordshire and Stoke-on-Trent and we will:

1. Strive to provide access for young people to at least five hours a week, of sporting, physical activity or cultural opportunity.
2. Work with schools to ensure that every child has access to high quality PE lessons that enable pupils to find something they enjoy doing in and outside school.
3. Encourage links with and support, our local sports, arts and drama clubs and cultural venues to provide good quality experiences for children and young people.
4. Encourage children to take part in sporting competition and support and promote our elite athletes and those with potential.
5. Encourage investment in our sporting and cultural facilities.
6. Encourage and support those that would benefit from exercise to be more active.
7. Encourage the staging of a developing programme of sporting and cultural events that have international, national and regional significance.
8. Continue to be support a Community Games programme.
9. Encourage and support communities to volunteer with local clubs and to help stage sporting or cultural events.
10. Endeavour to protect our play areas, playing fields and sport facilities

### 1.2 Strategic issues

#### Total Economic Costs of Individual Health Conditions in England

| Healthcare conditions  | National Economic costs of Healthcare Conditions | Estimated total national Economic Costs attributable to physical inactivity        | Year these costs are applicable to |
|------------------------|--|--|------------------------------------|
| Coronary heart disease | £6.7 billion                                     | £703.5 million   | 2009                               |
| Stroke                 | £3.7 billion                                     | £444 million   | 2009                               |
| Type II Diabetes       | £21.8 billion                                    | £2.83 billion  | 2012                               |
| Obesity                | £10 billion<br>£2.6-£15.8 billion                | unknown proportion attributable to diet and physical activity as separate entities | 2002<br>2007                       |

Obesity Rates in adults in Stoke-on-Trent and Staffordshire are above the 24.2% average in England

- Staffordshire 26.6%
- Stoke-on-Trent 27.9%

The health costs of inactivity across the area are almost £18 million and exceed the English cost per 100,000 populations. *Source – Department of Health be active be healthy study*

The estimated costs of obesity to Stoke-on-Trent and Staffordshire in terms of health care and treatment, crime, and absenteeism from work are estimated to be around £113 million. *Source Sport England Active people 6 Survey 2011/2012*

### **1.3 Low Levels of business and jobs in sporting activities/manufacturing**

At present our SSLEP area has below average numbers of sports businesses and subsequently lower employment rates within sport.

In 2011 there were 335 businesses involved in sporting activities or sporting manufacture employing 3,760 people in Staffordshire and Stoke-on-Trent. Between 2008 and 2011 there were only 10 new Sports businesses across this area- the business 'birth rate' was calculated at 2.9% compared to 5.4% across England. *Source Businesses- IDBR 2009 to 2011 & 2008 to 2011*

Sport England's Local Sport Profile shows that Staffordshire and Stoke-on – Trent in particular shows some of the lowest employment rates in this sector across the West Midlands. *Source Annual Population Survey 2008-10*

### **1.4 Under performing visitor economy**

Despite visitor volume of +20 million trips per annum and annual spend of almost £1 billion in Staffordshire and Stoke-on-Trent, this underperformance is illustrated by a comparison of leisure visitor spend per head of population. The low levels of spend and overnight stays are also partly attributable to Staffordshire having the lowest ratio of Visit England graded accommodation in the West Midlands

Visitors to Staffordshire spend, on average, £942 per head of population; those to Derbyshire £1,487, Warwickshire £1,863, Shropshire £1,136. Only Birmingham in the West Midlands has a lower spend at £836 per head. *Source: individual destinations' own research, either Cambridge or STEAM industry standard models.*



## **Corporate Review Committee Work Programme 2013/14**

*The Corporate Review Committee is the Council's principal scrutiny committee. It is responsible for co-ordinating and approving the scrutiny work programmes, overseeing the work of the Select Committees and ensuring coherence of approach to cross cutting policy themes.*

*The Committee also scrutinises those areas of the County Council's activity focused on corporate improvement. Its remit covers:*

- *Holding the Leader and Deputy Leader of the Council to account for achievement of the overall vision of a connected Staffordshire.*
- *The Council's overall performance and approach to managing performance and Strategic Corporate Planning*
- *The Council's Medium term Financial Strategy*
- *The Council's on-going programme of improvement and transformation.*
- *The committee is responsible for scrutiny of achievement against the Council's strategic priorities*
- *The Council as a commissioning organisation including how it uses customer insight to drive improvements in services*

*We review our work programme regularly. 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 Philip Jones**  
*Chairman of the Corporate Review Committee*

*If you would like to know more about our work programme, please get in touch with Duncan Whitehouse, Democracy Manager – Scrutiny and Governance, 01785 276154 or [duncan.whitehouse@staffordshire.gov.uk](mailto:duncan.whitehouse@staffordshire.gov.uk).*

| Item   | Date of meeting when the item is due to be considered | Details   | Action/Outcome   |
|--|---|---|--|
| Childcare to Market Call In                                    | 27 June 2013  | A special meeting of Corporate Review was held to consider a decision by the Cabinet Member for Health and Wellbeing that had been Called In. During the meeting various issues were explored including the extent to which pre decision scrutiny had been undertaken, the impact upon staff and the pension scheme and the quality of service provision post transfer. | Following consideration of the issue, and a vote of by the committee, it was agreed that the decision could proceed and be implemented in accordance with the recommendations set out in the original decision.  |
| Development of the Corporate Review Committee's Work Programme | 22 July 2013  | The committee to agree priorities for the work programme for the year.  | The committee has developed a work programme agreeing that MTFS scrutiny would be undertaken by the whole committee, City Deal and Infrastructure+ would need to be considered as an integral part of the MTFS scrutiny but that scrutiny of the LEP was better placed with the Prosperous Staffordshire Select Committee. |
| Update on the Transformation Support Unit Programme            | 22 July 2013<br>21 October 2013<br>13 January 2014    | To consider the overall impact of the Transformation Programme in terms of improving the quality of services and delivering value for money.  | It was agreed that the Deputy Leader will attend quarterly to report and answer questions on the progress of transformation, the level of confidence and achievements to date.<br><br>The respective Select Committees will undertake scrutiny of specific projects that sit within their remit as appropriate.            |

| Item  | Date of meeting when the item is due to be considered | Details   | Action/Outcome   |
|---|---|---|--|
| MTFS Scrutiny – incorporating consideration of the financial implications of Infrastructure+, Powerhouse Central etc. | Working Group<br>Mid-October onwards                  | To consider whether the MTFS will deliver value for money for the taxpayer of Staffordshire, is sustainable over the medium to long term and is aligned to the Achieving Excellence ambitions of the Council. | The working group (Frank Chapman, John Francis, Brian Jenkins, Philip Jones, John Taylor, Susan Woodward and Mike Worthington) are meeting with Cabinet Members and Senior Officers and will present their final recommendations to the committee in due course. |
| Achieving Excellence  | 17 September 2013                                     | Committee to be updated on the Council's strategic direction and corresponding performance framework.   | Key principles of effective scrutiny of commissioning were agreed. Corporate Review will scrutinise the implementation of the Achieving Excellence model.  |
|   | 2 December<br>13 January 2014                         | The committee to consider updates to the Strategic Plan prior to consideration by Cabinet and Council.  |  |
| Scrutiny Work Programme Planning  | 17 September 2013                                     | The Committee will consider the work programmes for the other Select Committees to ensure the overall work programme for the Select Committees are co-ordinated and don't duplicate                           | The work programmes were endorsed with recognition that they were full programmes for the year. Individual Select Committees were asked to regularly monitor their work programmes to ensure time for effective scrutiny of issues which would have impact.      |
| Corporate Complaints Annual Report and Local Government Ombudsman Annual Review Letter                                | 21 October 2013                                       | The Committee will receive details of the annual report from the Ombudsman on the number and a report on all complaints received by the authority.  | The committee questioned the Deputy Leader on the future plans for complaints handling, particularly in terms of moves to a commissioning and joint venture company.   |

| Item  | Date of meeting when the item is due to be considered | Details   | Action/Outcome |
|---|---|---|----------------|
| Development of Sportshire Strategy (including Olympic legacy).                            | 2 December 2013                                       | The committee will investigate the extent to which the Olympic Legacy is being used to drive local priorities.  |                |
| Support Services  | 13 January 2014                                       | Update on Support Services  |                |
| SEN, All Age Disabilities & Vulnerable Children, incorporating Children and Families Bill | 13 January 2014                                       | To consider a proposal for examining SEN, Vulnerable Children and Support for People with Disabilities.   |                |
| Customer Service and Insight  | 13 January 2014                                       | The committee will investigate the impact of actions to improve access to County Council services and monitor the impact of customer insight information shaping commissioning and decision making. |                |

**Membership****County Councillors**

Philip Jones (Chairman)  
Frank Chapman (Vice Chairman)  
Tim Corbett  
Brian Edwards  
John Francis  
Kath Perry  
Mike Worthington  
Carol Dean  
Kevin Jackson  
Brian Jenkins  
John Taylor  
Susan Woodward  
Derrick Huckfield

**Support**

Duncan Whitehouse (01785 276154 – [duncan.whitehouse@staffordshire.gov.uk](mailto:duncan.whitehouse@staffordshire.gov.uk))  
Peter McKenzie (01785 276151 – [peter.mckenzie@staffordshire.gov.uk](mailto:peter.mckenzie@staffordshire.gov.uk))

**Calendar of Committee Meetings**

(at 10am unless otherwise stated)

21 October 2013 (2pm)  
02 December 2013 (2pm)  
13 January 2014 (2pm)  
11 March 2014

Meetings usually take place in County Buildings, Martin Street, Stafford.

