

Prosperous Staffordshire Select Committee

Thursday, 24 April 2014

10.00 am

Oak Room, County Buildings, Stafford

John Tradewell
Director of Democracy, Law and Transformation
14 April 2014

A G E N D A

1. **Apologies**
2. **Declarations of Interest**
3. **Minutes of the Prosperous Staffordshire Select Committee held on 7 March 2014** (Pages 1 - 10)
4. **The new Minerals Local Plan for Staffordshire (2015-2030) Draft for consultation** (Pages 11 - 18)

Report of the Cabinet Member, Economy and Infrastructure
5. **Briefing Report: Staffordshire Rural Forum** (Pages 19 - 30)

Report of the Cabinet Member, Economy and Infrastructure, supported by the Cabinet Support Member for Environment and Rural Affairs
6. **Chasewater Country Park** (Pages 31 - 90)

Report of the Cabinet Member, Economy and Infrastructure
7. **Roll out of Broadband** (Pages 91 - 96)

Report of the Cabinet Member, Economy and Infrastructure



8. **Work Programme**

(Pages 97 - 106)

9. **Exclusion of the Public**

The Chairman to move:-

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

Part Two

(All reports in this section are exempt)

nil

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 7 March 2014

Present: Brian Edwards (Chairman)

George Adamson
Ann Beech
Len Bloomer
Maureen Compton
Mark Deaville

Geoff Martin
Rev. Preb. M. Metcalf
Martyn Tittley (Vice-Chairman)
Diane Todd

Also in attendance: Mike Lawrence and Simon Tagg

Apologies: Ben Adams, Geoff Morrison, Neil Taylor, Mark Winnington and Ellen Wright

PART ONE

43. Declarations of Interest

There were none on this occasion.

44. Minutes of the Prosperous Staffordshire Select Committee held on 12 February 2014

RESOLVED – That the minutes of the Prosperous Staffordshire Select Committee meeting held on 12 February 2014 be confirmed and signed by the Chairman.

45. Petition - Proposed removal of the Library, Gallery and other facilities from the Shire Hall and sale of the building

The Select Committee considered the report of the Scrutiny and Support Manager on the petition over the proposed removal of the library, gallery and other facilities from the Shire Hall and the sale of the building. The petition had 2,915 signatures, made up of 1960 hand written signatures and 955 signatures from the e-petition. The Select Committee heard that under the Council's Petition Scheme named senior officers were required to attend Scrutiny Committee meetings to give evidence about the issues raised by petitions with over 2,500 signatures.

The Chairman gave Mrs M Compton, lead petitioner and Local Member, the opportunity to address the Select Committee with her concerns.

Mrs Compton reminded the Select Committee that the draft Medium Term Financial Strategy (MTFS) considered by Cabinet in December referred to a proposal for the relocation of the Shire Hall Library into Staffordshire Place (SP) and subsequently vacating the Shire Hall building. Mrs Compton informed Members of the rationale behind the use of the Shire Hall as the central Stafford library, creating a cultural quarter (the Library, Theatre, Gallery and William Salt Library) in the centre of Stafford. She reminded Members that the Shire Hall was an asset with the library based on three floors, with a large music collection and a number of small rooms that were well used for

study and research, particularly by students. A large number of activities were held in the library, including most recently activities around World Book Day. The building also provided a sensory room which was well used by local families and a café. The old Court rooms were an asset of local historic interest which were also regularly used by theatre groups.

The Shire Hall was a much loved and well used grade 2 listed building. Following the draft MTFS report to Cabinet in December the proposal had been picked up by local newspapers and radio. Mrs Compton shared concerns over reported comments from Cabinet Members that they were comfortable with the Shire Hall being sold for retail, licensed premises or a hotel.

Mrs Compton also shared the views of some of those who had contacted her with their concerns, including that:

- the building was nationally recognised for its architecture and had been well restored. This work would be wasted should the building be sold;
- the County Council should be enhancing facilities in the Town Centre;
- it would be detrimental to the people of Stafford;
- the SP building was soulless and would have a detrimental effect on the library service;
- the proposal to move the library was due to the Council being unable to fill the space with retail as they had originally planned.

At the 13 February Council meeting and in response to a question from Mrs Compton, the Deputy Leader and Cabinet Member for Finance, Resources and Transformation had confirmed that no decision had been taken to sell the Shire Hall. Mrs Compton asked for confirmation that this meant the Shire Hall would not be sold and therefore the cultural quarter in Stafford would not be split up.

The Select Committee then heard from the Director for Place and Deputy Chief Executive. She informed the Select Committee that there were no current plans to move the Shire Hall Gallery or to sell the building. However whilst no decision had yet been taken over the location of the library, consideration was being given to the suitability of that building as a library space.

The Director informed Members that when the library had originally relocated to the Shire Hall, complaints had been made over the unsuitability of the building for a library.

The layout of the Shire Hall made access and management of the building difficult. In November 2012, as part of the Adult Users libraries survey, the Stafford library was ranked 26 out of 28 for internal attractiveness and given an overall facility rating of 27 out of 28 by users, demonstrating that actual library users are less than satisfied with the facility. Comments made by users as part of this survey highlighted the poor facilities and unsuitability of the building.

The move of Warwick library into Warwickshire County Council's headquarters was highlighted as an example of where a council had successfully moved their library into the council offices and it was suggested that Members may find a visit to this facility interesting and insightful.

The Director noted that there were 23,947 members of Stafford library and that the petition had gathered just under 3000 signatures, which was around 12% of library user numbers.

It was re-iterated that there were no current plans to relocate the Gallery; however the Local Authority continued to consider how it made use of and safeguarded the future of public buildings.

The petition referred to the established cultural quarter within Stafford town centre, but the Director pointed out that historically, there had been previous consideration of moving the gallery. In 2006 the then Corporate Review Scrutiny Committee had considered a call in of a cabinet decision to undertake a feasibility study for a new Arts Space in Stafford. At that time the relevant Cabinet Support Member for Culture and Heritage had supported the relocation of the Gallery into the proposed new Arts Space. This would have resulted in the break up of the cultural quarter.

Finally the Director reiterated that there were no current plans to sell the building.

Concern was expressed by some Members that the Cabinet Member, Communities and Localism, should have responded to the points raised by Mrs Compton rather than the Director, as this was a political debate. However Members were reminded that under the County Council's Petition Scheme the named senior officer was required to attend Scrutiny Committee meetings to give evidence about the issues raised by petitions with over 2,500 signatures. Some Members remained unhappy with this approach and felt this should be raised with the Council's Chief Executive.

Members emphasised the importance of the Shire Hall to Stafford's heritage and felt if there were access issues the appropriate improvements should be made. Chatsworth was given as an example of where a listed building could successfully address access issues.

Concerns were raised that the views expressed during consultation would not be taken into account when decisions were made. Once the Shire Hall was sold it would be an asset lost forever.

Mrs Compton informed Members that she had visited SP1 yesterday, the intended area for the re-location of the library, in anticipation of today's debate. During this visit she was made aware of a problem with the damp course which would currently make the premises unsuitable for storing books and records. During her visit Mrs Compton said that rain was coming inside the building which again made this an unsuitable library premises. She felt that it had been a pity that the 2006 Arts Space project had not been implemented as this would have added value to the town.

The Chairman reminded Members that there was no official consultation report as yet and that the Select Committee would be involved in scrutinising any proposals prior to a Cabinet decision. It was anticipated that a report on this issue would be included on the June Select Committee agenda, which the Chairman felt was the most appropriate time to debate these issues.

Mrs Compton asked for clarification on whether there would be consultation on any proposal to sell the Shire Hall. Janene Cox, Commissioner for Tourism and the Cultural County, reiterated that there were no plans to relocate the Shire Hall Gallery and therefore no consultation was being undertaken on this issue. She reminded Members of the background, process and key dates for the proposal to move the library.

Mrs Compton remained concerned over the future of the Shire Hall Gallery and formally proposed that the Shire Hall Gallery should not be sold. Mr George Adamson seconded this proposal, and following a show of hands the proposal was defeated, with 5 votes against the proposal to 4 votes in favour.

RESOLVED – That the Select Committee consider this issue at their 2 June meeting, prior to any Cabinet decision, and where detailed proposals will be available.

[Note by Clerk: the June meeting was re-scheduled to accommodate the necessary timescales for the consultation process.]

46. A50 Growth Corridor

[Mr Philip Atkins, Council Leader, in attendance for this item as local member.]

Proposals to improve the A50 in Uttoxeter had been announced by the Government as part of the National Infrastructure Plan and in the Autumn Statement in December 2013. The improvements were in response to existing congestion on the A50 and emerging proposals for residential and business growth in and around the town.

The A50 is a trunk road managed by the Highways Agency (HA), with management of the A50 sub-contracted to Connect Roads, a subsidiary of Balfour Beatty. The HA had agreed that the County Council would be their delivery partner, responsible for delivering the developments through two distinct infrastructure projects.

Project A, Western Grade Separated Junction, included construction of a new grade separated junction to the west of Uttoxeter. This would be the first project developed and would provide access to the proposed housing and employment site to the north of the A50. This project would require its own planning application and compulsory purchase order, and be delivered under a separate construction contract.

Project B, Eastern Grade Separated Junction, was to configure the existing Dove Way bridge over the A50 by converting it to a grade separated junction. This would involve constructing new roundabouts at each end of the existing bridge and slip roads down to the A50 carriageway. The development would also include closing the two “at grade” roundabouts in Uttoxeter, in the centre of Uttoxeter adjacent to McDonalds and the roundabout to the east of Uttoxeter adjacent to the Premier Inn Hotel.

Mr Philip Atkins, Leader of the Council, addressed the Select Committee in his capacity as one of the Local Members for this area. He congratulated the Officers for the work they had undertaken, including the consultation events, and for the speed at which the scheme had advanced. Some businesses would be affected but this should be addressed in the valuation process. The scheme would be a great benefit, in particular for businesses such as Alton Towers, Toyota and Rolls Royce, improving the East West access route.

Select Committee Members welcomed this development and the jobs creation that was expected as a result. Some concern was expressed at the closure of the JCB factory in Rugeley and the movement of this work to the East Staffordshire factory, with a hope that there would be the opportunity for job relocation rather than job losses for the Rugeley based work force.

RESOLVED – That the proposals to improve the A50 in Uttoxeter be supported.

47. Highways and the Built County Capital Programme

The Select Committee received a presentation by James Bailey, Commissioner for Highways and the Built County, on highways and the Built County Capital Programme, giving consideration to how this was evaluated to ensure best value.

The Programme looked at investment in connection with the provision of new or existing infrastructure. Members received details of capital grant funding for both maintenance and integrated transport. The two components were not ring fenced and were therefore locally determined subject to Cabinet approval. Following a similar presentation to the then Assets and Budget Scrutiny Committee in November 2010, authority to sign off the Annual Programme had been delegated to the appropriate Cabinet Member, currently the Cabinet Member, Economy and Infrastructure.

There was a 5% top slice from the maintenance element to support other County Council programmes. However the grant level had stayed relatively stable over the last five years. The County Council had invested a further £50m for maintenance over this period, however this extra investment had now concluded and therefore next year funding would revert back to historic levels from Central Government grant alone.

Staffordshire was at the forefront of Asset Management Plan development with regard to highway maintenance. Preventative maintenance offered the most effective use of resources over the assets lifecycle, with the Council's maintenance strategy set out in its Transport Asset Management Plan (TAMP). Members heard that the optimum capital investment for Staffordshire was circa £30m per annum, which was significantly above the grant funding received and Members received details of the proposed allocation for capital maintenance in 2014/15.

The Staffordshire Local Transport Plan gave a framework for local infrastructure and prioritised individual projects that addressed specific needs. The Plan considered economic prosperity, road safety, connectivity, health and quality of life and localism. Within the Plan four existing projects received £3.6m of the £6.2m funding allocation.

Members received details of Leverage funding allocation, including a breakdown of allocation and the benefit generated. This included in respect of:

- The Government Pinch Point Programme
- Emerging Local Enterprise Partnership priorities re economic development and regeneration, eg i54 South Staffs and A34 Redhill Business Park
- Local Sustainable Transport Fund North Staffs and Stafford Sustainable Transport packages;

- Pedal Peak: Caldon canal towpath improvement; and
- Developer led schemes secured via s.278/s.106 planning conditions, eg Tesco Rugeley and MoD Beaconside, Stafford.

The Select Committee received details of the Divisional Highway Programme (DHP) and how this addressed locally identified priorities.

Staffordshire was in the lowest quartile of local Council's for revenue expenditure whilst achieving above average customer satisfaction. Staffordshire also had the safest County Council road network in the Country for the third year running based on the Department of Transport calculation of the number of accidents relative to use and extent of the network.

Members asked how the Infrastructure+ contract would add value and were informed that value would be added via:

- offering an end-to-end service to mitigate the impact and support inward investment from private developers into Staffordshire;
- helping to reduce operating costs that would enable more work to be delivered for the same money; and
- generating revenues that help to reduce dependency on government grants.

RESOLVED – That the presentation be received.

48. Quality of Road Maintenance

The Select Committee received a presentation from Ian Turner, Head of Place Delivery Ventures, on the quality of road maintenance. Members were informed that quality was measured through:

- customer insight surveys and reputation tracker, with quality of the road network being a key issue for residents, it being a very visible service;
- road condition indicators, using visual surveys accredited to national standards;
- the National Highways and Transportation survey conducted by MORI;
- defect number, with all defects on the highway recorded; and
- customer contact.

Members received details of the works budgets, with pot holes being 11% of the works budget, general repairs accounting for 8% whilst street lighting was 40%. Members heard that the street lighting allocation was due mainly to the necessity to update dangerous lighting stock which was currently being undertaken through a Private Finance Initiative (PFI).

Members considered the CIPFA service comparison chart which highlighted that Staffordshire had the second lowest expenditure (based on the length of highway and its use) whilst being the fourth County Council in the country for performance.

A breakdown of highways defects in 2013 was received, and the comparison with previous years. On the whole the number of potholes identified related to the severity of weather conditions, ie how cold and wet conditions had been that year. Members also

received a breakdown of the top ten areas for customer contact in 2013, with potholes accounting for 32% of this.

“A Well Maintained Highway” was the code of practice that each Highways Authority worked towards, identifying good practice. Defects were categorised around urgency of the required repair and categorisation was usually established following an inspection of the reported fault. Where a member of the public had reported a fault an inspection would be made to assess the defect and potential risk to the public.

There were a number of repair techniques including:

- temporary, where a quick repair was undertaken to make a defect safe;
- semi-permanent, such as pothole repairs;
- roadmaster, which gave a more sympathetic and substantial repair;
- gang make-up, with consideration to the type of repair and equipment required and the best way to ensure high productivity where costly repairs were addressed;
- materials, ensuring the right materials were used for specific repairs. It was also important to keep abreast of the latest techniques and materials available.

The Select Committee saw examples of a range of equipment and style of work relative to the required repair and were shown images of typical road condition photographs and how these would be dealt with.

The different treatments available for repairs had different lifecycles and Members received details of these and their costs.

Members remained concerned that in some circumstances a category one pothole was repaired, with the team moving on without repairing other potholes in the vicinity because they were not as severe a categorisation. Whilst recognising the frustration this may cause it was important to ensure the most severe defects were dealt with first rather than repairing all in a street, additionally different equipment and gang sizes were used for different sizes and types of repair and there needed to be a balance between effective and productive use of the more costly teams and their equipment and the benefits of doing all work in one location. If they stayed to repair the surrounding more minor defects this would stop them from repairing other category one defects elsewhere, exposing the County Council to criticism.

Members asked how much the Council paid out in compensation claims as a consequence of potholes. This was less than £100,000 per annum, which was not enough to pay for another category one team. The majority of claims were made as a result of trips and falls on footways, with claims tending to be higher for this type of claim, being personal injury claims rather than vehicle repairs.

Members asked whether periodic inspections of the County’s road network were undertaken, and how often. Main roads were inspected monthly, with minor roads inspected quarterly and rural and estate roads annually.

Members felt that the issue of blocked gullies was as key as potholes and asked if there was a programme of gully works that members could access to help them address the queries and complaints they receive from the public. The schedule for gullies was an

issue. An area approach to this works had been undertaken, however since April 2013 a similar approach to that of road maintenance had been implemented. It was hoped to develop this work further to include live tracking on gullies works. This issue was tied up with the new Infrastructure+ contract. The issue included damage to gullies, sometimes as a result of root damage. There was a lack of knowledge of the drainage asset within the County. On some occasions utility works had been found to have cut through drainage connections. There was a balance needed between reactive and preventative works, however with limited resources this was difficult.

The range and size of farm machinery was suggested to have an adverse effect on the road condition and Members asked if there was a possibility of redress on farmers to help towards the cost of road repairs. Farmers could be prosecuted for muddy roads, however there was a need for absolute proof, which was difficult to establish. Generally the difficulties were not created by tractors but by delivery vehicles such as milk tankers.

Members raised concerns over Heavy Commercial Vehicles (HCVs) using country lanes and the damage this caused, and asked whether the County should be more pro-active in controlling this, ensuring they kept to A roads. It was not possible to stop vehicles from using roads, particularly if they were accessing premises. Weight restrictions could be used but there was a resource implication to this. It was suggested that Sat-nav businesses should have a part to play in this, ensuring better systems so that vehicles were not directed onto inappropriate roads. The Cabinet Support Member, Transport and the Connected County, informed Members that the Cabinet Member, Economy and Infrastructure, was working on a manifesto pledge with regard to HCVs.

The Select Committee thanked Ian Turner for his thorough and enthusiastic presentation.

RESOLVED - That the presentation be received.

49. Work Programme

The Scrutiny and Support Manager informed Members of the following proposed amendments to their Work Programme:

- A briefing note on the minerals local plan would be sent to Members shortly with an expectation that the plan would come to Committee on 24 April;
- The further report on achieving excellence: libraries in a connected Staffordshire, was expected to come to the Select Committee on 2 June, alternatively an extra meeting late in May would need to be arranged;
- Mr Tittley would be meeting with officers to discuss the issue of the Freight Policy and a decision would then be taken as to whether this should be a substantive item to the select Committee; and
- Following requests by Members items had been added to the work programme on: Entrust; Flood risk management; Shugborough; and Concessionary travel.

RESOLVED – That the amendments to the Work Programme be agreed.

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
ALL

Prosperous Staffordshire Select Committee – 24 April 2014

**The new Minerals Local Plan for Staffordshire (2015 to 2030)
Draft for Consultation**

Recommendation/s

1. That the report be noted.

Report of Mark Winnington, Cabinet Member for Economy & Infrastructure

Summary

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

2. The purpose of the report is to update the Committee on the preparation of a new Minerals Local Plan for Staffordshire and in particular to inform on the forthcoming consultation on the draft Plan.

Report

Background

Why do we need a new Minerals Local Plan?

3. National planning policy gives great weight to the benefits of mineral extraction, including to the economy. An assessment by the industry estimates that each employee in the mineral products industry generates over £110,000 of value added per year which is more than double the national average. The industry nationally generated gross value added of over £4billion in 2011 amounting to 0.3% of total UK output.
4. Staffordshire quarries produce about two thirds of the sand and gravel sold in the West Midlands (approximately 2 to 3% of total land won aggregate produced in Great Britain); produce the greatest amount of clay and shale compared with any other county in England; the county has one of only 12 cement kilns in the UK; and 80% of the anhydrite used in the cement industry is produced from Staffordshire's only mine.
5. Given the importance of the minerals industry to the economy, it is important that we have a Local Plan that is effective in guiding decisions on mineral planning applications.

6. Our current / old Minerals Local Plan, adopted in 1999, was intended to plan for a period up to 2006. The life of the policies and proposals were extended when they were 'saved' in 2007 but it is now important that we adopt a new Plan with up to date policies and proposals to direct new mineral development to the right places to support sustainable economic growth over the next 15 years to 2030.
7. In preparing the new Minerals Local Plan, it has been necessary to take into account the circumstances that have changed since adoption of the old Plan including:
 - New legal requirements such as the 'duty to cooperate' on issues that have cross boundary impacts;
 - The National Planning Policy Framework which sets out the basis for assessing whether a Local Plan is 'sound';
 - The quantity of remaining permitted reserves to meet anticipated demand; and
 - Lessons learnt through decision making on planning applications and monitoring mineral development.

What progress has been made in preparing a new Plan?

8. Work on preparing a replacement Minerals Local Plan began in 2005 and progress so far involves:
 - 2007: The minerals industry and landowners were invited to submit site options with mineral resources;
 - 2008: Consultation was undertaken on 'issues and options' for a new Plan;
 - 2009: Progress is deferred when it was decided to concentrate resources on preparation of a new Waste Local Plan; and
 - 2013: Following adoption of the Waste Local Plan, work recommenced on preparing the Minerals Local Plan.
9. On 3 April 2014, the Planning Committee approved a draft of our new Plan for public consultation. This consultation will provide an opportunity for feedback on draft policies and proposals prior to preparing a final draft of the Plan which will be submitted to the Secretary of State for examination before an Inspector.

What are the next steps in preparing the new Plan?

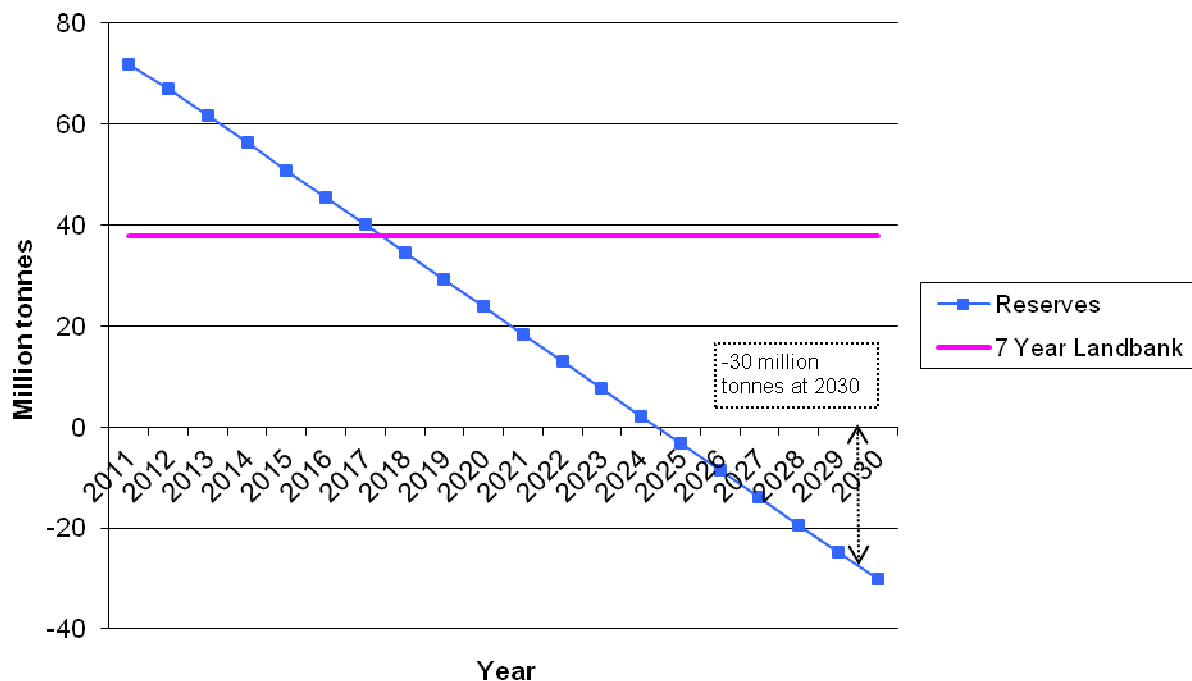
10. The consultation on the draft Plan, which will begin in May and run for at least 6 weeks, will be carried out in accordance with our recently updated Statement of Community Involvement. The consultation documents will be made available on the County Council's web site and a full range of consultees will be invited to provide feedback on the draft policies and proposals.

11. When a final draft Plan has been approved by the County Council, there will be a further opportunity to comment on the Plan before we submit the Plan for examination before an Inspector appointed by the Secretary of State. The Inspector will examine the Plan, having regard to representations received, to assess whether the Plan meets legal and procedural requirements and whether it is technically 'sound'.
12. Our timetable is to consult on a final draft Plan in November / December 2014 and to submit the Plan to the Secretary of State in spring 2015. We would then anticipate receiving the Inspector's Report in autumn 2015 and to be in a position to adopt the Plan in spring 2016.

What's in the new Plan?

13. The new Plan (refer to appendix 1 to [agenda item 4](#) for the Planning Committee on 3 April 2014) is arranged into 7 chapters. Chapters 2 to 5 summarise the evidence that has been considered in preparing the new Plan; Chapter 6 then identifies the Vision and Strategic Objectives for the Plan; and Chapter 7 sets out 6 policies with policies 1 and 2 referring to proposals / allocations for mineral working.
14. The new Plan is also accompanied by:
 - Appendices including a Proposals Map and Inset Maps (refer to appendix 2 to [agenda item 4](#) for the Planning Committee on 3 April 2014). There are 14 allocations shown on the Inset Maps and a larger area of search for sand and gravel workings west of the A38 shown on the Proposals Map;
 - An Interim Sustainability Appraisal report that sets out the assessment of options for the policies and proposals included in the Plan in terms of how they meet sustainability objectives;
 - A screening report in accordance with the requirements of the Habitat Regulations to assess whether there are likely to be any potentially significant effects on any European wildlife sites from the policies and proposals in the new Plan; and,
 - A scoping report for a Strategic Flood Risk Assessment that will consider the potential impact from the policies and proposals in the new Plan in terms of flood risk.
15. Based on a Vision for mineral development in the county to be achieved by 2030 and strategic objectives to deliver that Vision, 6 policies are proposed that will be used in determining planning applications. The policies are summarised as follows:
16. Policy 1 explains that we plan to maintain sufficient permitted sand and gravel reserves to produce 5.4 million tonnes of per annum. The Policy identifies extensions to 11 existing sites that would be supported in order to maintain that rate of production for the first 10 years of the Plan period. Then, by 2025, we anticipate that new site(s) will be needed and an area to the west of the A38 along the Trent Valley has been identified to provide a new site / sites. The policy also explains how we would assess proposals for extensions or new sites that have not been identified for meeting the need for aggregates.

Projected depletion of permitted reserves



17. The above graph illustrates the projected depletion of existing permitted sand and gravel reserves assuming that the proposed level of provision of 5.4 million tonnes is achieved each year up to the end of 2030. On this basis, there would be a shortfall of about 30 million tonnes over the Plan period that needs to be met by identifying additional sites/ allocations.
18. Policy 2 explains that we plan to maintain a 15 year landbank of permitted reserves for minerals used in cement manufacture and identifies 2 areas where extensions to existing sites would be supported. To maintain shale production an area close to the shale quarry at the Cauldon Cement Works has been identified. To maintain anhydrite / gypsum production an area close to Fauld Mine has been identified.
19. Policy 3 explains how we would safeguard minerals and avoid sterilisation by built development. The policy also explains how mineral infrastructure sites such as concrete batching plants would be protected from new development.
20. Policy 4 sets out the environmental criteria that would be used to assess planning applications for mineral development; and explains how we would encourage liaison with local communities and high environmental standards; and, how we would assess ancillary development on or near to mineral sites.
21. Policy 5 explains how we would assess proposals for hydrocarbon (methane gas) exploration, appraisal and production alongside policy 4.
22. Policy 6 explains how we would assess proposals for the restoration and aftercare of mineral sites; encourage regular reviews restoration strategies to ensure that the proposals are up to date; and, require mineral operators or landowners to

demonstrate that there is sufficient financial provision in place to restore the sites and complete the aftercare.

Link to Strategic Plan - The new Minerals Local Plan aims to support sustainable economic development by effectively guiding decision making for new mineral development and thereby contribute to the County Council's priority outcome where the people of Staffordshire will be able "to access more good jobs and feel the benefits of economic growth".

Link to Other Overview and Scrutiny Activity – N/A

Community Impact – See below

Contact Officer

Name and Job Title: Ian Benson, Commissioner for the Sustainable County
 Telephone No.: 01785 276550
 Address/e-mail: ian.benson@staffordshire.gov.uk

Appendices/Background papers

1. Staffordshire and Stoke-on-Trent Minerals Local Plan 1994 – 2006
2. Guide to the submission of strategic site proposals (September 2007)
3. Issues and Options 2 consultation document (September 2008)
4. Habitat Regulations Assessment - Screening of Draft Issues and Options (September 2008)
5. A Strategic Flood Risk Scoping Study for the Minerals and Waste Development Framework (September 2007)
6. Letter dated 28 June 2011 from Councillor Winnington to Robert Neill MP
7. Draft Local Aggregate Assessment (October 2013)
8. Revised Sustainability Appraisal Scoping Report for Minerals Local Plan (2013)
9. Minerals and Waste Development Scheme – November 2013
10. Revised Statement of Community Involvement 2014

Summary of Community Impact Assessment (including a Health Impact Assessment, if applicable) for new Minerals Local Plan for Staffordshire

		Impact Assessment	
SCC Priority Outcomes & Impact Areas		Impact: (Positive/ neutral/ negative)	Provide brief detail of impact
Prosperity, knowledge, skills, aspirations		Positive	The Plan will support sustainable economic development by effectively guiding decision making for new mineral development.
Living safely		Neutral	
Supporting vulnerable people		Neutral	
Supporting healthier living		Neutral	
Highways and transport networks		Positive	The Plan will take into account the impacts of mineral development on the highway network. The Plan also makes provision for minerals used in constructing highways.
Learning, education and culture		Neutral	
Children and young people		Neutral	
Citizens & decision making / improved community involvement		Positive	The Plan provides an opportunity for engagement with local communities affected by mineral working and to comment on the Plan's preparation. A policy also encourages mineral operators to engage with local communities through pre-application discussions and by setting up site liaison committees
Physical environment including climate change		Positive	The Plan sets out criteria for assessing the environmental impact of mineral development, including the impacts of climate change.
Maximisation of use of community property portfolio		Neutral	
Equalities impact			
Age		Neutral	
Disability		Neutral	
Ethnicity		Neutral	
Gender		Neutral	
Religion/Belief		Neutral	
Sexuality		Neutral	
		Impact/ implications	
Resource and Value for money In consultation with finance representative		Preparation of the Minerals Local Plan will be supported by the Planning, Policy and Development Control Team and resources will be required to enable consultation on and examination of the Plan.	

<p>Risks identified and mitigation offered From corporate risk register categorisation</p>	<p>If a new Minerals Local Plan were not produced, there would be no local policy by which to assess proposals for mineral development. This could result in a scale of mineral development in the county that results in unacceptable adverse impacts for local communities and the environment.</p>
<p>Legal imperative to change In consultation with legal representative</p>	<p>Planning law requires that applications for planning permission must be determined in accordance with the development plan, unless material considerations indicate otherwise. Provision of new up to date policy provides a more robust basis for local decision making on planning applications.</p>

Local Members' Interest
N/A

Prosperous Staffordshire Select Committee – 24th April 2014

Briefing Report: Staffordshire Rural Forum

Recommendation

That the Select Committee notes progress with regard to the completion and signing of the Staffordshire Rural Declaration; the efforts made to enable the Staffordshire Rural Forum to become an operating, outcome-focused network; and how Staffordshire County Council is contributing towards the delivery of the Staffordshire Rural Forum's priorities.

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

Summary

At their meeting of 16th January 2013, Cabinet agreed that Staffordshire County Council would work with partners to produce a Staffordshire Rural Declaration. The Rural Declaration aims to enable organisations with a vested interest in Staffordshire's rural areas to acknowledge individual and collective responsibilities to create thriving rural communities and successful rural businesses in a living, working and respected countryside. The purpose of this report is to update Members on the work to re-establish the Staffordshire Rural Forum, further to the signing of the Rural Declaration.

Report

Background

Staffordshire's land area is 80% rural and a quarter of the county's population live in these areas. Staffordshire has 'peri-urban' characteristics meaning it has urban and rural features which co-exist and complement each other, and that it provides the 'green space' between the cities of Birmingham, Manchester, Nottingham and Derby. Rural Staffordshire has qualities to be enjoyed and celebrated, but equally people can face challenges caused or increased by living or working in rural locations.

The value of our rural areas is understood by Staffordshire County Council, and it created a Commissioner for the Rural County in 2011. The Staffordshire Rural Forum had been in existence within the county a couple of years before then, however was going through a lull in activity at this time. The County Council recognised that it cannot address rural issues on its own, which gave impetus to bringing the Rural Forum back into operation.

The Staffordshire Rural Forum is an informal network of organisations with an economic, environmental or social remit which take a strategic view of the needs of rural communities, businesses and the rural environment. The aim of the Forum is to represent, act and collaborate on behalf of Staffordshire's rural businesses and communities, to address challenges and exploit opportunities that result in tangible and sustainable economic, social, community and environmental benefits for the county's rural areas.

A 'rural visioning' event was held in June 2012 at which interested organisations identified key issues for rural Staffordshire. The event was jointly organised by the County Council and the Staffordshire Rural Forum, and marked the start of the reinvigoration of the Rural Forum.

Staffordshire Rural Declaration and Strategy

By early 2013, multi-organisational agreement had been reached on collective beliefs, and key values and behaviours, which are contained within the Staffordshire Rural Declaration. The Declaration was signed by over 40 organisations and forms the bedrock of how the Staffordshire Rural Forum operates (Appendix A).

The Rural Forum then worked to refine the priorities and desired outcomes it wants to achieve. These are contained within the Staffordshire Rural Strategy published in November 2013, which is structured around the overlapping themes of environment, communities and economy; and which provides a 'driver for change', encouraging a more partnered approach to opportunities and to the issues of greatest need within rural Staffordshire. The Rural Strategy is available on the Rural Forum's website (Appendix B).

The ethos of the Staffordshire Rural Forum and the Staffordshire Rural Declaration reflect many of the operating principles contained within Staffordshire County Council's Strategic Plan for 2014 – 2018, particularly around the 'One Staffordshire Approach' and 'How we work'. The content of the Staffordshire Rural Strategy also supports the achievement of the three priority outcomes within the Strategic Plan (Appendix C).

Governance and next steps

The Rural Forum agreed governance arrangements (a diagram of these are contained in Appendix D) in late 2013 to deliver the Staffordshire Rural

Strategy, which will be co-ordinated through three 'Themed Action Groups' for Environment, Communities and Economy. The Themed Action Groups for the communities and economy themes met for the first time in January 2014 and will work to identify and develop projects over the coming months to start delivering the Rural Strategy's priorities.

Early indications of potential projects include establishing a Rural Chamber to support rural businesses. The County Council and the National Farmers' Union (NFU) have both been in discussion with the Staffordshire Chambers of Commerce about the potential of this project, which could involve other organisations such as the Country Land & Business Association (CLA).

Options are also being explored as to whether the Rural Forum could support the operation of the Staffordshire Rural & Farming Network (RFN). This would allow the Staffordshire RFN to be better resourced, with the RFN and Rural Forum gaining benefit from working more closely, through their respective linkages with Defra and the county's strategic-level partnerships. The RFNs were established by Defra as a network of consultative bodies, enabling rural issues to be fed directly to Defra and allowing Defra to consult with grassroots organisations.

The Environment Themed Action Group is being considered in the context of the Staffordshire Local Nature Partnership (LNP). The emerging Staffordshire LNP is a strategic partnership whose aim is to help bring about improvements in the local natural environment. The intention is to merge Rural Forum and LNP governance arrangements where possible to avoid duplication of effort.

The Rural Forum Steering Group met for the first time in early April 2014. This Group will provide a leadership and oversight function with regard to delivery of the Rural Strategy. The Steering Group will also work to build links with the three strategic-level partnerships within Staffordshire, which further to the LNP, also includes the Stoke-on-Trent and Staffordshire Local Enterprise Partnership (LEP) and the Staffordshire Health and Wellbeing Board.

Staffordshire County Council provides the secretariat for the Staffordshire Rural Forum. Frances Beatty MBE (representing Stafford Borough Council) has recently been elected as the new Chair of the Rural Forum. This role had previously been held by the Community Council of Staffordshire.

Organisations within the Rural Forum will aim to work together in a co-ordinated manner to achieve more than they can on their own, to make best use of resources. It is hoped that delivery of Rural Forum priorities can also be resourced through external funding sources such as the EU Structural & Investment Funds (for example through EAFRD – European Agricultural Fund for Rural Development, which includes the community led local development 'LEADER' programme).

Delivering for our rural areas

In addition to helping re-establish the Staffordshire Rural Forum, there are various recent projects which Staffordshire County Council has been involved with that contribute towards the delivery of the Rural Forum's outcomes, or that increase recognition of the rural agenda. Some examples are below:

- As a member of the Stoke-on-Trent and Staffordshire LEP, Staffordshire County Council is helping to shape the Strategic Economic Plan (SEP), which is an ambitious strategy to help the LEP area unlock its growth potential and tackle its underlying economic challenges, and which Staffordshire's rural areas can play a part in achieving.

The Plan's business growth agenda is based on strengths in key aspects of advanced manufacturing including agri-tech. The agri-tech sector focuses on the development of innovative technologies related to agriculture and food production, with the availability of agricultural land in and around the county being seen as a key opportunity in the development of this embryonic sector. The SEP also identifies a longer-term interest in strengthening the tourism sector, with rural areas contributing attractions and natural assets such as Cannock Chase and the Peak District to this offer.

More widely, a number of LEP priority sectors have grown in rural areas in recent years, driven by the attractiveness of rural Staffordshire's environment. A good example of this is the growth of the medical technologies cluster at Keele University Science & Business Park. Plans for the development of employment sites located throughout the county, as highlighted in the SEP, will continue to drive the growth of our priority sectors in rural areas.

- A Staffordshire Rural Proofing Checklist is now included within the County Council's Community Impact Assessment to help assess the impact of policies and services on the countryside and people living and working within it. A rural proofing board game 'Ruropoly' has also been created to provide an alternative means to raise awareness of rural issues and rural proofing.
- Staffordshire County Council, representing the West Midlands, has played an active role in the EU PURPLE network; established to pursue the interests of 'peri-urban' areas at an EU and national scale. The work of the network has included awareness-raising of the 'peri-urban' agenda, lobbying, and will in future involve project work between EU peri-urban regions as new EU funding programmes come on stream.

- The development of multi-use community hubs in rural areas is being considered, and the County Council is in discussion with the Post Office around potential opportunities that could be pursued.
- The Superfast Staffordshire project is building on the commercial rollout to bring fibre broadband to 97% of premises by spring 2016, with high speed broadband being brought to the first properties from April 2014. Additional government funding has recently been made available to reach the hardest to reach locations, which will be used to address those remaining premises that will not have access to superfast speeds, many of which are located in rural areas. In order to take advantage of this funding, match funding needs to be found, therefore Staffordshire County Council is currently seeking ways to match fund the government's indicative allocation of £1.68 million.
- Staffordshire County Council and South Staffordshire Council have been working to explore the issues and opportunities around farm and rural diversification in South Staffordshire. A workshop was held in December 2013 which it is hoped will lead to some practical initiatives being implemented to support the deliverability of diversification schemes in the district.
- The County Council has been involved in developing an Ecosystem Assessment of Staffordshire and Stoke-on-Trent's natural environment. By calculating the value of services provided by natural habitats, its aim is to recognise the worth and contribution made by our natural resources in order to promote more resilient, equitable and better value decision-making.

Conclusion

Considerable effort has been made by Staffordshire County Council and its partners to re-establish the Staffordshire Rural Forum into an active network with the desire to work collaboratively. Building on the commitment made through the Staffordshire Rural Declaration and the work carried out to create clear governance for operation, the Staffordshire Rural Forum is now well placed to deliver better outcomes for our rural areas, with Staffordshire County Council playing a key role in this.

Contact Officer

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 Telephone: (01785) 277295
 E-mail: ian.wykes@staffordshire.gov.uk

- Appendix A: Staffordshire Rural Declaration (separate attachment)
- Appendix B: Staffordshire Rural Strategy
- Appendix C: Links between the Staffordshire Rural Forum, Rural Strategy,
and the Staffordshire County Council Strategic Plan 2014 - 2018
- Appendix D: Staffordshire Rural Forum governance arrangements

Appendix B: Staffordshire Rural Strategy

The Staffordshire Rural Strategy was published in November 2013, following input and comment from a range of partner organisations from across the Staffordshire Rural Forum. The Rural Strategy is structured around three overlapping themes of environment, communities and economy. Delivering the priorities contained within the Rural Strategy will create:

- A rich, varied and valued environment, which is beautiful and culturally rich, available for people to visit, live in and enjoy, contributing to Staffordshire's wealth and prosperity
- Vibrant, thriving and resilient rural communities in which key services are accessible to all; and standards of living, wellbeing and quality of life are high
- A sustainable, prosperous and diverse rural economy, which forms an integral part of the wider economy, contributing to Staffordshire's wealth and prosperity

To coincide with the Rural Strategy's publication, the Staffordshire Rural Forum's website was launched, hosted by the Community Council of Staffordshire. A full version of the Staffordshire Rural Strategy is available on the Rural Forum's website:

<http://www.staffs.org.uk/staffordshireruralstrategy.html>

Appendix C: Links between the Staffordshire Rural Forum, Rural Strategy, and the Staffordshire County Council Strategic Plan 2014 - 2018

Staffordshire County Council's Strategic Plan 2014 – 2018 has a vision to create a connected Staffordshire, where everyone has the opportunity to prosper, be health and happy. Its three priority outcomes are that the people of Staffordshire will:

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

The priority outcomes are interlinked, and reflect Staffordshire strategic partnership aims around economic growth, health and wellbeing, and community safety. To make a real difference against them will require stronger and closer working connections. All partners will need to work together, co-ordinating their activities and making best use of their resources to allow individuals, families and communities to flourish. The work of the Staffordshire Rural Forum to deliver the outcomes contained within the

Staffordshire Rural Strategy (Appendix B) will contribute towards these, and additionally, towards the County Council's seven sub-outcomes. This includes the sub-outcomes: 'ready for life' (achieving wellbeing through learning and skills), 'great place to live' (creating the best conditions for connectivity and growth), 'right for business' (developing opportunities for employment and innovation), and 'resilient communities' (building stronger and safer communities).

The operating principles for approaching the County Council's vision and outcomes focus are around evolving its relationship with residents, using a 'One Staffordshire' approach and detailing how the County Council will work. They include giving a stronger voice to the people of Staffordshire on the issues that matter; collaborating with residents and communities to identify the best long-term solutions to problems; promoting Staffordshire as the place to invest, live, learn and visit; and being a passionate advocate for Staffordshire.

The commitment by partners from across the Staffordshire Rural Forum to work together, agreeing beliefs and ways of working through signing the Rural Declaration (Appendix A), replicate the 'One Staffordshire' and 'How we work' operating principles. These are as follows:

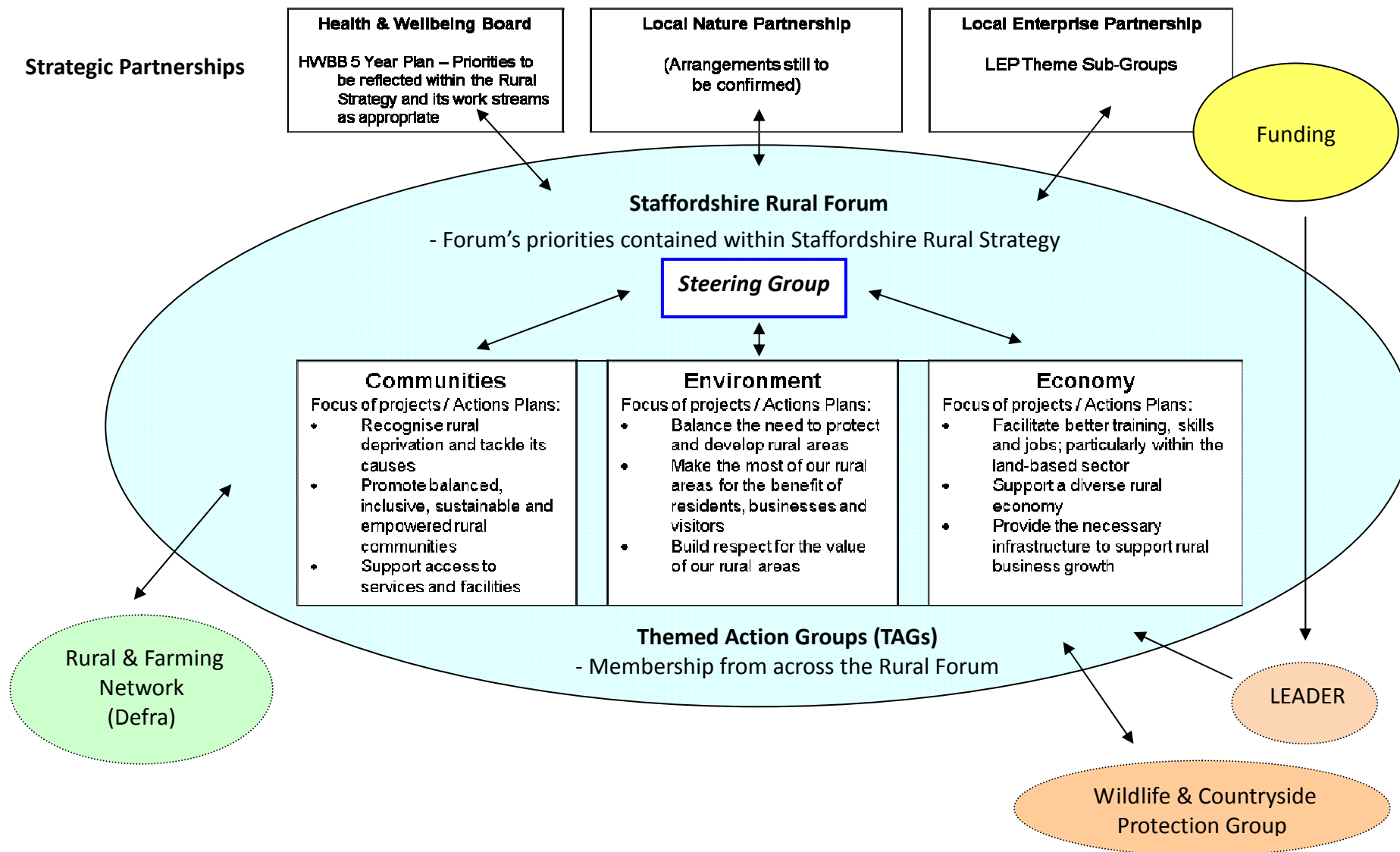
One Staffordshire

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

How we work:

- Get more joined up, locally and corporately, so we can work with residents, communities and partners to meet local needs more effectively
- Get our financial systems, governance processes and commissioning support aligned to enable delivery of our ambitions
- Everyone associated with the council 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

Appendix D: Staffordshire Rural Forum governance arrangements



Staffordshire Rural Declaration

Our Commitment

Staffordshire is a rural county. A quarter of its people live in rural areas. It has a huge impact on the wider region and has much to offer both urban and rural people. We want to make sure Staffordshire's rural areas reach their full potential by adopting a joined-up, pro-active approach, which empowers communities and delivers better outcomes in rural areas.

We believe:

- Rural areas are one of Staffordshire's greatest assets, offering fantastic environmental, economic and social benefits. Everyone, no matter where they live, should have the chance to enjoy and value these benefits
- Rural people, communities and businesses should be listened to and not feel overlooked because of their location. They should be fairly treated in all policies, programmes and spending decisions, with quality services being delivered to help them meet their needs and reach their full potential
- Rural people and businesses should be supported and empowered to create a level playing field, especially where the challenges they face are caused or increased by living or working in a rural location

The signing of this Declaration demonstrates our commitment to work individually and collectively to make this vision a reality.

We will:

- Maximise and promote the contribution that rural areas make towards Staffordshire's environmental, social and economic well-being
- Ensure the needs and interests of rural areas are heard in the development and implementation of policies and programmes
- Support people, communities and businesses that are disproportionately affected by the challenges of living and working in rural areas

We will do this by:

- Listening to the needs and aspirations of rural communities
- Sharing with rural communities what we want to achieve whilst being realistic about what is achievable
- Valuing the benefits, products and services provided by rural areas and how they contribute to economic prosperity, health and well-being
- Understanding why some people choose not to live, visit or invest in rural areas. We want to learn from this and address these reasons – to give everyone the chance to enjoy the benefits of rural areas
- Recognising the variety across our rural areas and that a one-size-fits-all approach is not always suitable
- Thinking about rural communities when we make decisions to ensure their fair and equitable treatment
- Identifying and embedding best practice in our own organisations, raising awareness of the good work already happening in rural areas
- Working together in a co-ordinated manner to achieve more than we can on our own

We will not:

- Duplicate effort by working on issues that are best dealt with by others
- Assume that other organisations are dealing with particular issues
- Create barriers that prevent others from improving quality of life in rural areas
- Focus our efforts on issues that are not deemed important by rural communities



Signed...

The Canal and River Trust
 Cannock Chase AONB
 (Area of Outstanding Natural Beauty)
 Cannock Chase District Council
 Central Rivers Initiative
 CLA (Country Land & Business Association)
 Community Council of Staffordshire
 CPRE (Campaign to Protect Rural England)
 Diocese of Lichfield
 Dunston Business Village
 East Staffordshire Borough Council
 English Heritage
 Forest of Mercia
 Forestry Commission
 Growing Rural Enterprise
 Housing Plus
 Jobcentre Plus
 Leek and Buxton Colleges
 Lichfield District Council
 NFU (National Farmers Union)
 National Forest
 Natural England

North Staffordshire Chamber of Commerce
 Peak District National Park Authority
 RSPB (Royal Society for the Protection of Birds)
 The Rural Enterprise Academy
 SCIO (Staffordshire Consortium of Infrastructure Organisations)
 Stafford and Rural Homes
 Stafford Borough Council
 Staffordshire Rural Hub
 Staffordshire Wildlife Trust
 South Staffordshire College
 South Staffordshire Council
 Staffordshire County Council
 Staffordshire County Showground
 Staffordshire Fire and Rescue Service
 Staffordshire Moorlands District Council
 Staffordshire Parish Councils Association
 Staffordshire Police
 Staffordshire University
 Staffordshire Young Farmers
 Stoke on Trent and Staffordshire LEP
 Tamworth Borough Council
 WiRE (Women in Rural Enterprise)

Local Members' Interest	
J Sheriff S Woodward	Burntwood South Burntwood North

Prosperous Staffordshire Select Committee – April 2014

Chasewater Country Park

Recommendation/s

That the Prosperous Select Committee notes the transfer of Chasewater Country Park from Lichfield District Council to Staffordshire County Council and considers the development proposals in the short to medium term.

Report of Mark Winnington, Cabinet Member for Economy & Infrastructure

Summary

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

This paper summarises the immediate future for Chasewater from 2014 to 2017, and the strategic operating models that will be fully appraised to lead Chasewater to a more sustainable future. We welcome members input on the development and delivery of this project.

Introduction

Staffordshire County Council (SCC) is committed to improving the prosperity, health and wellbeing of its citizens, and its country parks contribute to these commitments. They provide opportunities for people to access safe, stimulating and valued countryside and open spaces. They offer places to unwind, play, exercise, discover nature and help people to learn new skills through volunteering opportunities.

SCC owns 6 large country parks, including Chasewater Country Park (Appendix A). SCC took over full management responsibility of Chasewater on 1 April 2014 from Lichfield District Council. Chasewater already (and will increasingly) play an important part in meeting the County Council's ambitions as set out in the emerging sub outcomes. In particular; Ready for Life, Enjoying Life, Right for Business and a Great Place to Live. Furthermore, all the work to date has been heavily guided by the twelve operating principles in particular:



- 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.
- Integrate insight, big thinking & planning with partners inside and outside Staffordshire as appropriate.
- 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

This paper does not discuss Highfields Farm, which is in the south part of the Park and will be assessed by the Strategic Property Partner for its commercial potential. However, Highfields Farm is a key dependency and if its potential is realised, it could help re-coup some of SCC's financial investment into the Park to date and fund some of the development aspirations highlighted in the Development Plan for Chasewater.

Background

The greater Chasewater project was divided into two phases. Phase 1 sought an operational budget for the Park from 1 April 2014 and this was secured and reported to the Committee in December 2013 (Appendix B). The operational budget supports the delivery of a minimum level operating model and a development resource focused on mitigating the Park's budgetary pressure through reducing running costs and increasing revenue streams. The minimum operating model guarantees a safe country park experience for users, satisfying all statutory, legal and compliance requirements and safeguarding SCC's reputation.

Phase 2 is the production and approval of a Development Plan for Chasewater (Appendix C), making it "an attractive, accessible, diverse and multi-functional place where people come to participate in employment, education, recreation, tourism and culture". The Plan aims to maximise the economic, health, social and environmental value of the Park; reduce the long-term financial pressures that it currently presents; and highlight good practice to inform the wider SCC countryside estate and partner initiatives.

Current Position

Following stakeholder engagement and robust insight gathering, 100 suggestions and ideas were generated as potential operational activities for Chasewater in the short-term. A full and robust options appraisal has been carried out to identify those activities that could be implemented during the first three years of SCC's management of the Park (Appendix D). This generated a programme of operational and 'business as usual' activities to be taken forward from day one and can be categorised as:



- Improving existing facilities/services (e.g. education programmes and play area)
- Creating new facilities/services (e.g. walking/cycling trails and farmers' market)
- New concessions (e.g. national sporting events and cycle/scooter hire)
- Exploring and securing grants/funding (e.g. Lottery and Environmental Land Management Scheme)
- Staffing use and future operating model (e.g. role of stakeholders and Ranger Apprenticeship Scheme)
- Increased customer insight

Whilst these activities will help to move the Park in the right direction, a longer-term view is required, moving Chasewater to a more sustainable model that minimises costs and maximises its contributions to SCC's outcomes. Nine initial strategic options have been identified and through the appraisal process, a mixed delivery model may be chosen. The strategic options are:

1. **SCC continues to implement improvements with the resources available to run Chasewater as a country park:** After implementing the Development Plan, SCC continues to run and enhance Chasewater as a country park, using existing resources, generating new incomes streams and securing external investment.
2. **SCC transfers the freehold by selling or gifting the Park, or agreeing to a long-term lease:** This option is not necessarily restricted to Chasewater and could include other SCC/partner land holdings.
3. **A multi-agency public sector partnership which runs Chasewater as an outdoor public amenity:** In recognition of the shared social, cultural and environmental benefits green spaces provide, SCC will work with public sector partners who benefit directly and indirectly from Chasewater, ensuring that they contribute towards its operating costs. This option is not necessarily restricted to Chasewater and could include the whole SCC countryside estate. Potential partners include Public Health, the People Directorate and Staffordshire Police.
4. **SCC commissions a private sector company to help run Chasewater as an outdoor public amenity:** The involvement of the private sector company could range from them fulfilling their corporate social responsibility (providing financial support, volunteer time and business acumen) to running complementary commercial activities from the Park. Entrust is an obvious partner as it already operates the outdoor education centre and café on the Park.
5. **SCC commissions a not-for-profit organisation to run Chasewater as a country park:** The organisation contributes time and expertise, encourages community development and local ownership. It may be a newly created 'friends of Chasewater' organisation or an existing one such



as Staffordshire Wildlife Trust. The Trust has already been identified by Amey as potentially running SCC's countryside estate in the future.

6. **SCC enters into a cross-sector partnership to run Chasewater as an outdoor public amenity, including a multi-sport outdoor centre:**
Linked to Sportshire and the Twin Rivers' Initiative, Chasewater becomes a facility and competition venue for water-based sports and outdoor cycling, offering facilities suitable for international competition, as well as the local community. Potential partners include Sports Across Staffordshire, Sports England, Entrust and individual sports' governing bodies.
7. **SCC enters into a partnership with an education establishment to run Chasewater as an outdoor public amenity and a centre for learning:**
Chasewater will have outdoor classrooms, host regular school and group visits, run accredited courses and research projects, offer volunteering opportunities and possibly become a Centre of Vocational Excellence in Outdoor Learning. Potential partners include South Staffordshire College, Stafford College, Harper Adams University and Birmingham University.
8. **SCC enters into a partnership with a not-for-profit organisation to run Chasewater as an outdoor public amenity and a community garden:**
Chasewater will have a community garden, including a community farm, gardens, orchards, allotments, community supported agriculture and community-managed market gardens. Potential partners include South Staffordshire College and the Forest of Mercia.
9. **SCC creates an independent, not-for-profit organisation focused on raising money from individuals and organisations to run and enhance Chasewater:** Park advocacy organisations, foundations and conservancies play a major role in funding many city parks in the USA.

The implementation of 'business as usual' activities commenced prior to 1 April 2014, and the programme of operational activities started on 1 April 2014 alongside the full appraisal of strategic options (Appendix E).

Key Considerations

- 28 operational activities have been identified for initial action for Chasewater; three-quarters of these are new activities to Chasewater and one quarter are activities that are commonplace on many of SCC's larger country parks.
- An initial list of strategic options has been identified for Chasewater and a robust methodology has been designed to appraise these (Appendix F).
- The strategic options are not independent of one another and could be combined into a mixed delivery model.
- Neither the initial activities nor the strategic options are immune from factors that will impact on how Chasewater is run now and in the future (Appendix G). Where appropriate, these will be shaped to support Chasewater's critical success factors.



- The countryside estate has a defined and finite resource which will be critical when evaluating development opportunities both in terms of implications to Chasewater directly and to the wider portfolio.
- Aspirations set out in the Development Plan for Chasewater may require new sources of funding.

Conclusion

Chasewater Country Park offers an ideal opportunity to test alternative ways of running country parks, creating a blueprint for their future operation.

Contact details

Ian Wykes, Commissioner for the Rural County.

Appendix A: Chasewater Tenure SSSI & SBI

Appendix B: December 2013 Select Committee Report

Appendix C: Chasewater Country Park Draft Development Plan (appendices available on request)

Appendix D: Options appraisal of activities for 2014 to 2017

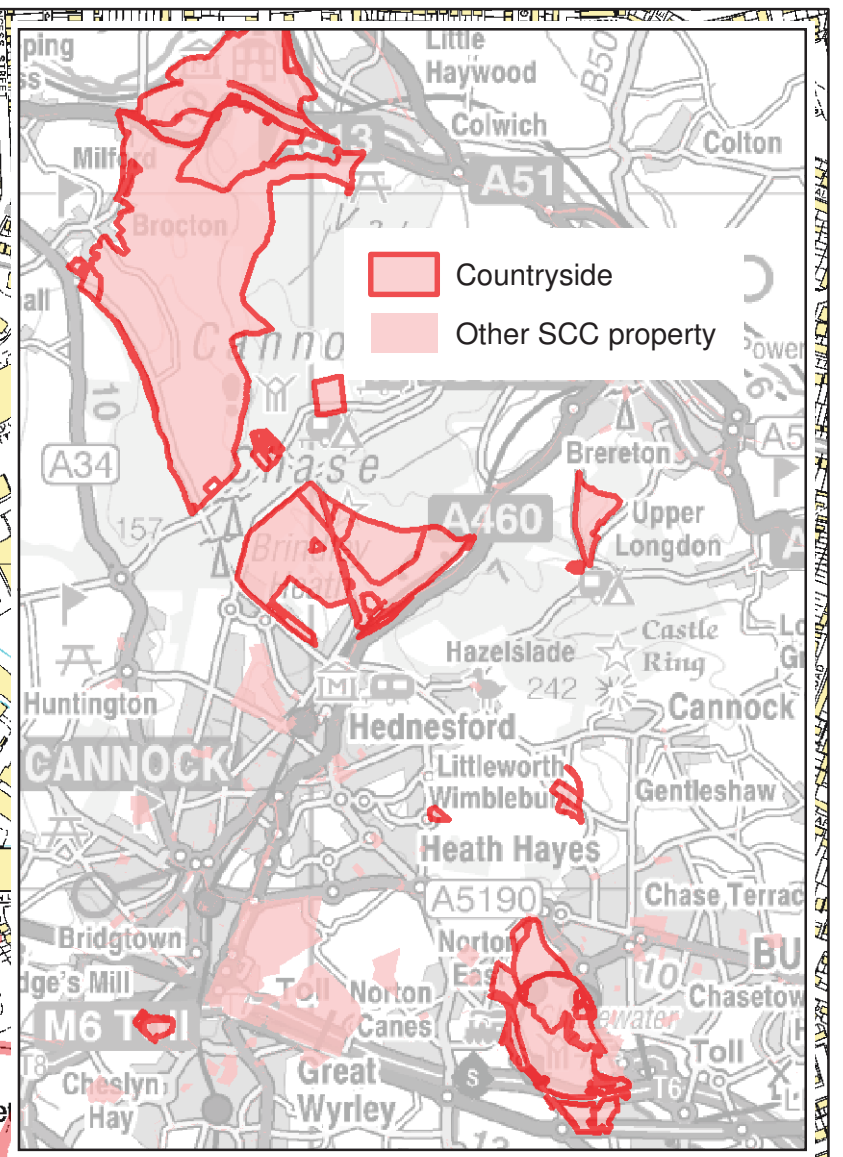
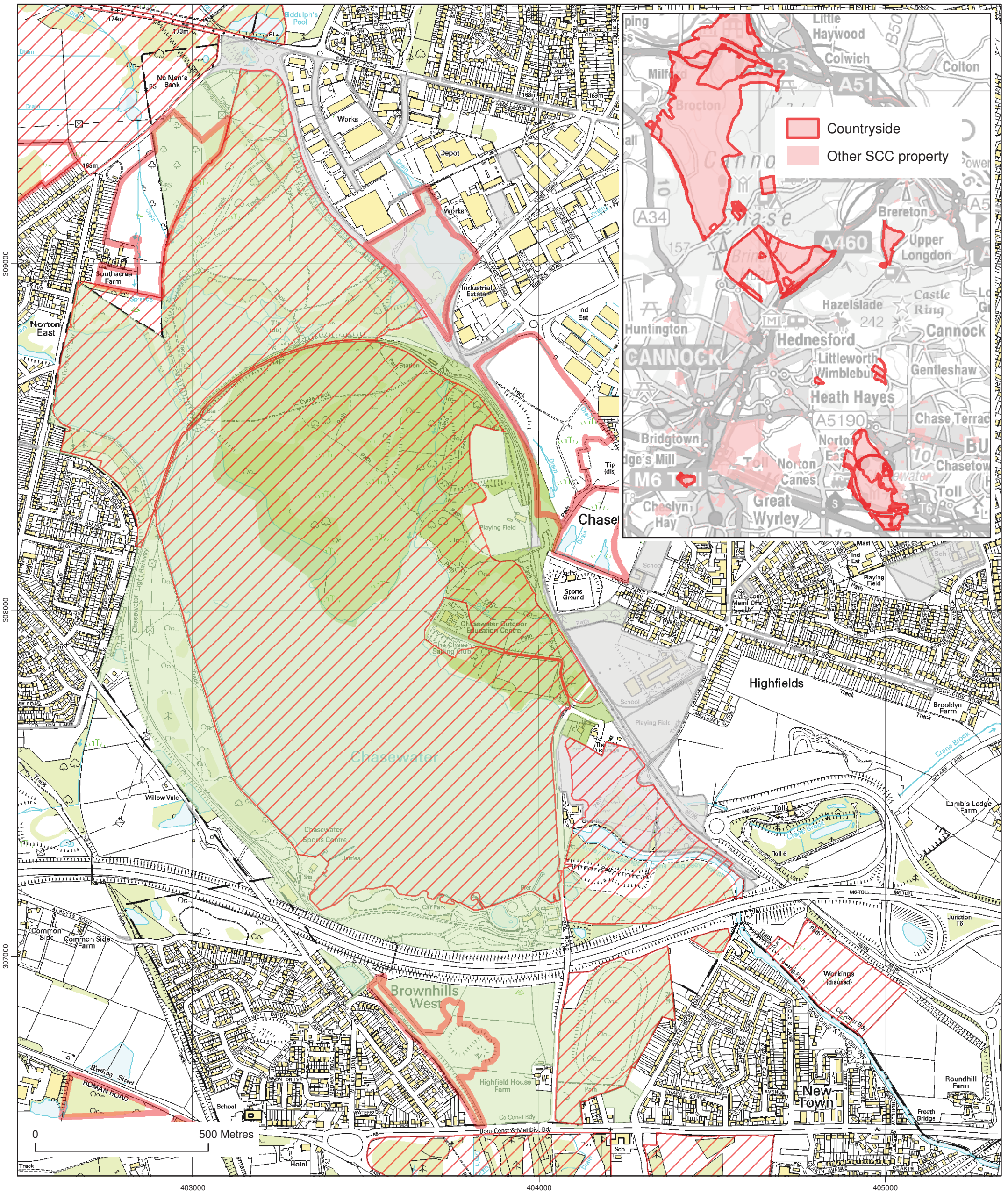
Appendix E: Pros and cons of the strategic options






Appendix F: Methodology for appraising the strategic options

Appendix G: Diagram of influences



Staffordshire County Council land holdings, SSSI and SBI around Chasewater.



- | | |
|---|--|
| COUNTRYSIDE |  Sites of Special Scientific Interest |
|  Freehold |  Sites of Biological Interest |
|  Leasehold | |
|  Other SCC Property | |

Prosperous Staffordshire Select Committee (December 2013)

Briefing Report: Chasewater Country Park

Issue

Staffordshire County Council (SCC) is committed to improving health, prosperity and wellbeing of the people of Staffordshire and its country parks estate supports these commitments. Country parks provide opportunities for people to gain access to safe, stimulating and valued countryside and open spaces. They offer a place for everyone to unwind, to play and exercise, to experience nature, and to learn and volunteer.

SCC currently manages 5 large country parks and in April 2014 it will acquire Chasewater Country Park from Lichfield District Council (LDC). An operational and development budget has been secured to run Chasewater from this date.

Background

Chasewater Country Park extends over 237 hectares and includes a 96 hectare reservoir. It is located in the south of the county near to Burntwood and Norton Canes, and is in easy walking distance (1km) to 20,000 people. Chasewater is situated in a part of Staffordshire that has some of the most deprived wards in the county. The Park is a valued community amenity, attracting around 600,000 visitors a year and is primarily used for leisure and recreational pursuits.

In 2007 LDC were advised by the Environment Agency that the reservoir's dam was in need of urgent and essential repair. In 2010, due to escalating costs and the scale of the work to be carried out, LDC approached SCC for assistance both financially and with the immediate and longer term liabilities associated with the reservoir. In return for assistance, in April 2011 ownership of the land transferred from LDC to SCC with an agreement that LDC would continue to manage the Park until April 2014.

Current Position

The transfer of Chasewater will bolster SCC's countryside portfolio in the south of the county. It will also contribute to SCC's strategic outcomes and complement the draft Country Park Strategy by creating synergies within the wider countryside estate.

In order for Chasewater to be brought up to the standard of SCC's other country parks and to reduce its ongoing financial burden on SCC resources, a phased approach has been adopted regarding the Park's management.

- Phase 1 – The smooth transfer from LDC to SCC, ensuring that an affordable and value for money operating model is in place on 1st April 2014. The operating model will deliver a safe country park experience for users, satisfying all statutory, legal and compliance requirements and safeguarding SCC's reputation. A full options appraisal has been undertaken and a business case written for Phase 1. The business case recommends a minimum level operating model with an additional development resource to mitigate Chasewater's budgetary pressure through reducing running costs and increasing revenue streams.



- Phase 2 – The production and approval of a Development Plan for Chasewater. Through the Plan, the ongoing financial pressure of the Park on SCC resources will be reduced and the Park’s contribution to SCC outcomes will be increased. Phase 2 has yet to commence.

The transfer of Chasewater provides an ideal opportunity to test alternative ways of running country parks; by working with external partners and the tenants on the Park, an asset that is fit for the future and provides a blueprint for the future operation of the country park estate will be developed. For example, part of the site, known as Highfields Farm, is being assessed for its commercial potential. If realised this could help re-coup some of SCC’s investment into repairing the dam.

Key Considerations

- 11 operating models have been assessed for Chasewater post April 2014.
- The recommended option satisfies legal and statutory obligations, complements the draft Country Parks Strategy and the portfolio’s operating model, and provides an opportunity to minimise the Park’s financial burden going forwards.
- The risks associated with the other options (including do nothing, run using LDC model, run within existing resources, etc.) include:
 - Not satisfying statutory, legal and compliance requirements associated with open access land.
 - Service quality declining across the whole country park estate because resources are already spread thinly across the service.
 - Difficulty in managing the SSSI, meaning that up to £250,000 may need to be paid-back to Natural England in non-compliance of an environmental stewardship scheme.
- Chasewater falls within Green Belt and any future development will need to complement this designation. Furthermore, 75% of the Park has an environmental designation e.g. Site of Special Scientific Interest.
- Whilst not included within Infrastructure+, the outcome of Infrastructure+ and the Strategic Property Partnership, may impact on Phase 1 and/or Phase 2.
- Part of the Park is still owned by the Coal Industry Social Welfare Organisation (CISWO) and SCC has now acquired the long-term lease from LDC. SCC is in a legal dispute with CISWO over remedial works to a derelict house on the site.

Comments and Next Steps

- Phase 1 – The business case’s recommendation has been approved and resources have been secured. Staff recruitment and work on a site management plan has commenced, alongside working with LDC on an appropriate exit strategy.
- Phase 2 – Work on preparing a Development Plan for Chasewater is underway and will be completed by April 2014. Investigations into the commercial potential of the Highfields Farm site will continue, along with other opportunities to reduce the ongoing financial pressure of the Park on SCC resources and increase its contribution to SCC outcomes.

Conclusion

Chasewater Country Park offers an ideal opportunity to test alternative ways of running country parks, creating a blueprint for their future operation. We welcome Members’ input on the development and delivery of this project.

Contact details

Ian Wykes, Commissioner for the Rural County.

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Chasewater Country Park: Development Development Plan

Document Control

	Chasewater Country Park: Development Plan	Date and Signature
Purpose and Description	To describe the future of Chasewater Country Park, identifying strategic options and the method for appraisal; and to define a detailed operational plan that drives stepped change over the short term.	
Originated and Controlled By	Hilary Foxley – Rural Development Officer	
Cabinet Checked and Owner	Mark Winnington – Cabinet Member for Economy and Infrastructure	
Sponsor Checked and Owner	Ian Wykes– Commissioner for the Rural County	
TSU Checked and Owner	David Hole – Portfolio Manager (Place)	
Contributors	Hilary Foxley – Rural Development Officer Nicola Swinnerton – Rural Development Manager Noreen Davidson – Rural Access Manager Ali Glaisher – Principal Ecologist Michael Hird – Project Manager, TSU.	

Version History

Version No	Date Released	Change / Reason for Change / Comments
v0.1	-	Initial development plan
v0.2	26/03/2014	Draft development plan completed

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1. Project Overview

1.1. Executive Summary

- 1.1.1. Staffordshire County Council (SCC) agreed for the acquisition of Chasewater Country Park from Lichfield District Council (LDC) as of 18th April 2011.
- 1.1.2. As part of the agreement LDC would continue to manage and finance the park until 31st March 2014 at which point SCC would then take full responsibility.
- 1.1.3. The Chasewater project was initiated with Transformation Support Unit (TSU) support in March 2013 with the key objectives of ensuring that SCC is able to operationally manage the Park from day 1 and creating a sustainable delivery model that reduces current ongoing financial pressures.
- 1.1.4. The project was designed into two inextricably linked phases:
 - **Phase 1:** To ensure the smooth transfer of operational management of Chasewater Country Park from LDC to SCC effective from 1st April 2014
 - **Phase 2:** To produce a long term development plan that aims to reduce the ongoing financial pressures to SCC as well as increasing the contribution to priority outcomes.
- 1.1.5. The key deliverable from Phase 1 was the business case with the preferred option being to fund a minimum level operating model that included development resource to drive and implement phase 2. This was approved as part of the MTFS process and recognised as a new pressure. Phase 1 is now complete with the operational model in place and fully resourced.
- 1.1.6. The focus and purpose of this document are on achieving the objectives of phase 2, with the key deliverable being a development plan.
- 1.1.7. Within this document the development plan is divided into two workstreams.
Workstream 1 – within the project lifecycle, recommends **operational** development opportunities to be implemented within years 1 and 2
Workstream 2 - sets out an initial long list of **strategic** options and how they will be appraised.
- 1.1.8. **Workstream 1** -The operational opportunities are not limited to pursuing a single preferred option and the recommendation is that a number of development options exist that are combined into an operational development plan (see Section 4). It is recognised that any operational improvements should not adversely constrain or limit strategic plans for the future.
- 1.1.9. **Workstream 2** - Initial strategic options have been identified at a high level and the project has produced the approach to appraising these options to decide the future strategic direction.

1.2. Strategic Case

- 1.2.1. Chasewater Country Park along with the wider countryside portfolio and County Council services are coming under increased scrutiny due to the financial pressures and saving requirements highlighted through the MTFS.
- 1.2.2. Budgets in recent times have continually reduced and whilst an operational budget has been secured, the original business case (Appendix 1) also highlighted and accounted for savings to be made over the initial 5 year plan.
- 1.2.3. The Chasewater project has been initiated and implemented with sustainability (especially financially) as a key strategic aim and in doing so aligning to the wider Country Parks Strategic Aims
- 1.2.4. Whilst the key driver is financial, it is also recognised that Country Parks play a key role within the Staffordshire community through the safe provision of green space that currently and will continue to contribute to the County's priority outcomes.
- 1.2.5. As part of initial planning, Chasewater's project objectives have been mapped through the services strategic plans, including the Rural County Strategic Plan and the Country Park Strategic Plan and ultimately feeding into the County Councils priority outcomes. The mapping exercise is presented in the form of an "outcome chain" and can be seen in full in Appendix 2.
- 1.2.6. Chasewater already (and increasingly) will play an important part in meeting the County Council's ambitions as set out in the emerging sub outcomes. In particular; Ready for Life, Enjoying Life, Right for Business and a Great Place to Live. An overview of Chasewater's contribution the priority outcomes is summarised below:

SCC Priority Outcome	Country Park (Chasewater) Contribution
<p>The people of Staffordshire will be able to access more good jobs and feel benefits of economic growth.</p> <p>'Right for Business'</p>	<p>Chasewater offers an opportunity to attract inward investment through business and tourism. Tourism is one of Staffordshire's most important growth industries and Country Parks contribute to this offer. Country Parks also enable and encourage a diverse range of volunteering experiences. Volunteering gives people a sense of pride in their environment, confidence in their abilities, a sense of giving something back to society and in some cases, the skills and confidence to go into the workplace. SCC has initiated building a robust and effective volunteer base as an immediate priority.</p> <p>The Park also has ten B1 units for start-up and small-micro businesses. It is estimated that around 25 people are employed directly at these units.</p>

<p>The people of Staffordshire will be healthier and more independent</p> <p>'Enjoying Life' 'Ready for Life'</p>	<p>It is estimated that 20,000 people live within 1km (walkable distance) of the Park and 3 million people live within 20-miles. Its open space and 'green' credentials offer a natural health service, where people have the opportunity to participate in recreational activities such as walking, cycling, water sports, nature walks, or just enjoy the peace and tranquillity. As stated above, volunteering opportunities will be introduced offering volunteers just the right balance of independence and Ranger support suited to their individual needs.</p>
<p>The people of Staffordshire will feel safer, happier and more supported in and by their community</p> <p>'Great Place to Live'</p>	<p>Chasewater aims to enable local residents to develop their confidence, skills and prospects. Residents will have the opportunity to become involved in creating and managing the Park, making their neighbourhood more 'liveable'.</p> <p>The Park is included in the Country Park Strategy, which is currently in draft. The Strategy aims to create a well and sustainably managed high quality countryside estate which Staffordshire's residents, visitors and businesses will be able to access, enjoy and benefit from and which contributes directly to economic prosperity by helping to create a healthy, skilled and educated workforce.</p>

- 1.2.7. The future strategic direction for Chasewater (and potentially within the wider portfolio) is to be agreed through implementing a strategic options appraisal as part of business as usual activity. The phase 2 Project Initiation Document (PID) and initial planning scoped the project to deliver an initial long list of strategic options and the methodology for evaluating them, recognising that the required time to complete this would extend further than the project lifecycle and therefore forms part of the secondary workstream.

1.3. Current Arrangements

- 1.3.1. The transfer of operational management transferred from LDC to SCC on 1st April 2014, including responsibility for all assets, agreements and existing stakeholder groups.
- 1.3.2. As per the original business case, the minimum operating model was put in place with the addition of a designated development role aimed at delivering phase 2.
- 1.3.3. The operating model delivers the core functions of the Country Park ensuring that all statutory and legal obligations are complied with, there is a safe experience for all visitors, residents and businesses; and that a quality service is delivered in conjunction with key stakeholders. The detailed operating model can be found in Appendix 3.

- 1.3.4. The operating model is delivered by in-house resources through the Ranger Service, Innovation Centre staff, Estate Workers and direct support from a Biodiversity Officer.
- 1.3.5. A budget allocation of c. £100k per annum for the immediate future was agreed as a new pressure through the MTFs, and as per the business case a financial (savings) target was agreed at £10k p.a. from year 2 onwards.
- 1.3.6. Given the nature and complexity of the site in terms of land ownership and designations, current activity classified as the “as is” has been mapped to clearly outline where constraints exist that will impact on both operational and strategic development opportunities. This can be found in Appendix 4.

1.4. Objectives, Critical Success Factors (CSF's) and Benefits

***Vision:** “Chasewater is an attractive, accessible, diverse and multi-functional place where people come to participate in employment, education, recreation, tourism and culture”*

- 1.4.1. The following are key **objectives** for **Phase 2** of the Chasewater project:
 - 1.4.1.1. To maximise the economic, health, social and environmental value of Chasewater Country Park
 - 1.4.1.2. To reduce the long term financial pressures that Chasewater currently presents to SCC
 - 1.4.1.3. To inform and provide insight for the wider countryside service and other County / Partner initiatives
- 1.4.2. Aligned to the objectives a set of **CSF's** has been developed for **workstream 1** which have been used to appraise the **operational** opportunities identified within the development plan:
 - 1.4.2.1. Contribution to the County's priority outcomes and operating principles
 - 1.4.2.2. Maintain or enhance a safe country park experience and in doing so satisfy all statutory, legal and compliance requirements
 - 1.4.2.3. Reduces the financial pressure to the County Council and Partners
 - 1.4.2.4. Provides added value to Staffordshire's residents, businesses and visitors
 - 1.4.2.5. Achievability given current and forecasted levels of resource and timescales
- 1.4.3. Success for **workstream 1** of the project is that the **operational development plan** achieves the following:

- Focuses on the short to medium term detailing what will be delivered in year 1 and outlining **operational developments** for years 2 and 3
- High level costs are known where possible or the plan accounts for determining financial impacts
- Delivers the financial savings set out in the original Chasewater business case
- Has stakeholder buy-in across all levels internally and externally
- Aligns to the County’s priority outcomes and operating principles

1.4.4. Success for **workstream 2** of the project from a **strategic** perspective is the following:

- The strategic view is inclusive of the whole site, including Highfields Farm
- Identifies a long term vision that has key stakeholder buy-in
- Provides an initial long list of **strategic options** (that haven’t been formally evaluated)
- Provides the framework and methodology for how the **strategic options** will be taken forward and appraised.

1.4.5. The overall Phase 2 Chasewater project aims to deliver the following benefits:

- Financial savings aligned to the business case of £10k additional income p.a. from year 2 onwards, reducing the pressure to SCC
- Provides a sustainable future for Chasewater and informs the wider country park estate, through financial savings and more effective ways of working
- Maximises Chasewater’s value to the local community through provision of additional activities, attraction to local businesses and increased footfall across the site
- Increased contribution to SCC priority outcomes as demonstrated in the outcomes mapping (Appendix 2)

1.5. Scope

1.5.1. The following table outlines the scope for the development plan within the project lifecycle:

In Scope	Out of Scope
All land holdings and water bodies (including Highfields Farm and Norton Bog)	Implementation of the development plan as this will be delivered as part of business as usual (BAU)
All physical assets including the Innovation Centre and outbuildings	Production of development plans for the wider countryside portfolio
Business units and lease arrangements	

Facilities and infrastructure	
Human resource – operational workforce and volunteers	
HLS and other legal agreements	
Current operating model and working practices	
Consideration and impacts upon existing stakeholders	
Detailed operational development plan (Workstream 1)	
Summary of the strategic direction and approach (Workstream 2)	

1.6. Constraints and Dependencies

- 1.6.1. Chasewater is not wholly owned by Staffordshire County Council – e.g. Coal Industry Social Welfare Organisation (CISWO) historically have some land ownership and the Canal and Rivers Trust own the rights to the water in the reservoir
- 1.6.2. Chasewater is classified as open access land, with elements designated as Site of Specific Scientific Interest (SSSI), Site of Biological Interest (SBI) and the whole site is within Green Belt designation.
- 1.6.3. The Innovation Centre was originally built with European Regional Development Funding (ERDF), English Partnerships and Staffordshire Environmental funding and has certain conditions associated with this. The building also is restricted to B1 planning permission.
- 1.6.4. Business Enterprise Units are currently restricted to B1(Business Classification) planning consent with the exception of one unit which has D1(Non Residential Education and Training Centre) planning consent
- 1.6.5. Highfields Farm – area of land is made up of 3.66ha SBI with 10.77ha classed as potentially developable. Albeit that all land at Chasewater is designated Green Belt.
- 1.6.6. Full details can be found in Appendix 4.

1.7. Stakeholders

- 1.7.1. Key stakeholders have been identified and analysed in order to understand their level of impact and interest in Phase 2, and to develop a Communications Plan. Key stakeholders include:

Internal

- Elected Members
- Chief Executive
- Director for Place and Deputy Chief Executive
- Place Finance Team

- Rural County Team
- District Commissioning Leads
- Legal Services
- Health & Safety Team
- Project Sponsor Infrastructure+
- Staffordshire Tourism
- Volunteer Co-Ordinator
- SCC Communications Team
- Sportshire Co-Ordinator
- Public Health
- Connectivity Team
- Highways
- Waste Management
- Economic Regeneration
- Chasewater Staff
- Youth Service
- Equalities Team
- Economic Development and Planning Policy

External

- Chasewater Stakeholder Engagement Group
- Lichfield District Council
- Cannock Chase District Council
- Walsall Metropolitan Borough Council
- Town and Parish Councils
- Natural England
- Environment Agency
- CISWO
- Trade Unions
- Canals and Rivers Trust
- Chasewater Enterprise Units
- Entrust
- Forest of Mercia
- Residents
- General Public
- Staffordshire Wildlife Group
- Friends of Norton Bog
- Local Media
- CCG Partnership Officer

1.7.2. Stakeholder management will be critical throughout the life of the Project. Table 1 below outlines the engagement to date and Table 2 sets out the proposed Communication Plan moving forwards. It is assumed that those parties highlighted in Table 1 will continue to be engaged.

Table 1 - Engagement to Date

Stakeholder	Summary of Engagement and Communication
Lichfield District Council	Via the monthly operational meetings held between SCC and LDC to discuss and implement LDC's exit strategy. Topics discussed include future development on site. Individual Officers at LDC have been consulted

	as required.
Natural England	SCC is fully engaged in discussions with Natural England who have a watching brief as development opportunities occur
Chasewater Stakeholder Engagement Group	A monthly meeting is held with external stakeholders who have an interest in the Park such as tenants and club organisers. Operational and development opportunities are discussed. The group engaged in a SWOT analysis and continue to provide customer insight to inform Phase 2
District Commissioning Lead	The DCL has been heavily involved in discussions over the development of Chasewater with regular meetings taking place between the DCL and the Project Sponsor and Manager.
Chief Executive and Director for Place	The Project Sponsor regularly updates and consults Helen Riley and the Chief Executive as required
Rural County Team	Meetings have taken place with relevant members of the Rural County Team and representatives sit on the project board
Elected Members	At least monthly meetings take place with both Lead and Support Cabinet members. Both Councillors have been involved in discussions about the Park's future. Elected Members for the Lichfield District Area have through their briefing meetings received regular updates on progress for Phase 1 and Phase 2 of the Chasewater Project
Health and Safety Team	Regular meeting take place with the health and safety team, who also attend the monthly stakeholder engagement meetings
Staffordshire Tourism	Regular meetings take place with the tourism team regarding the tourism potential of Chasewater
Communities and Equalities Team	A meeting has taken place to establish whether a Community Impact Assessment (CIA) is required. It was agreed that a CIA was not required for Phase 1 but will be for Phase 2 as it progresses, ensuring that any proposals do not inadvertently have a negative impact on any particular group or groups.
Burntwood Town Council	A meeting has taken place, involving the Town Council to discuss future plans and for the Park. The Council has engaged in a SWOT analysis and provided customer insight for the project
Entrust	Frequent meetings are taking place with Entrust regarding the current and future operations of the café. Entrust also run the Outdoor Education Centre on the Park.
Project Sponsor Infrastructure+	The Project Team has engaged the Project Sponsor for Infrastructure+ to keep them informed of progress and activity. In addition, the Chasewater Project Manager has regular catch-ups with the Infrastructure+ Project Manager and Place Portfolio Manager.

Sportshire Co-Ordinator	Monthly meetings take place with the Sportshire Co-Ordinator who is proactively engaged in the development potential of Chasewater
Chasewater Staff	Monthly update meetings keep staff advised of the progress of Phase 2. Staff have engaged in a SWOT analysis and providing insight information for the project.
Economic Development and Planning Policy/Highways/Economic Regeneration	A meeting has taken place to discuss opportunities and update on the progress of Phase 2. A SWOT analysis has also been carried out with this internal group
General Public	Customer insight gained through onsite engagement and feedback
Forest of Mercia	A meeting has taken place to discuss opportunities and update on the progress of Phase 2. A SWOT analysis has also been carried out with this internal group

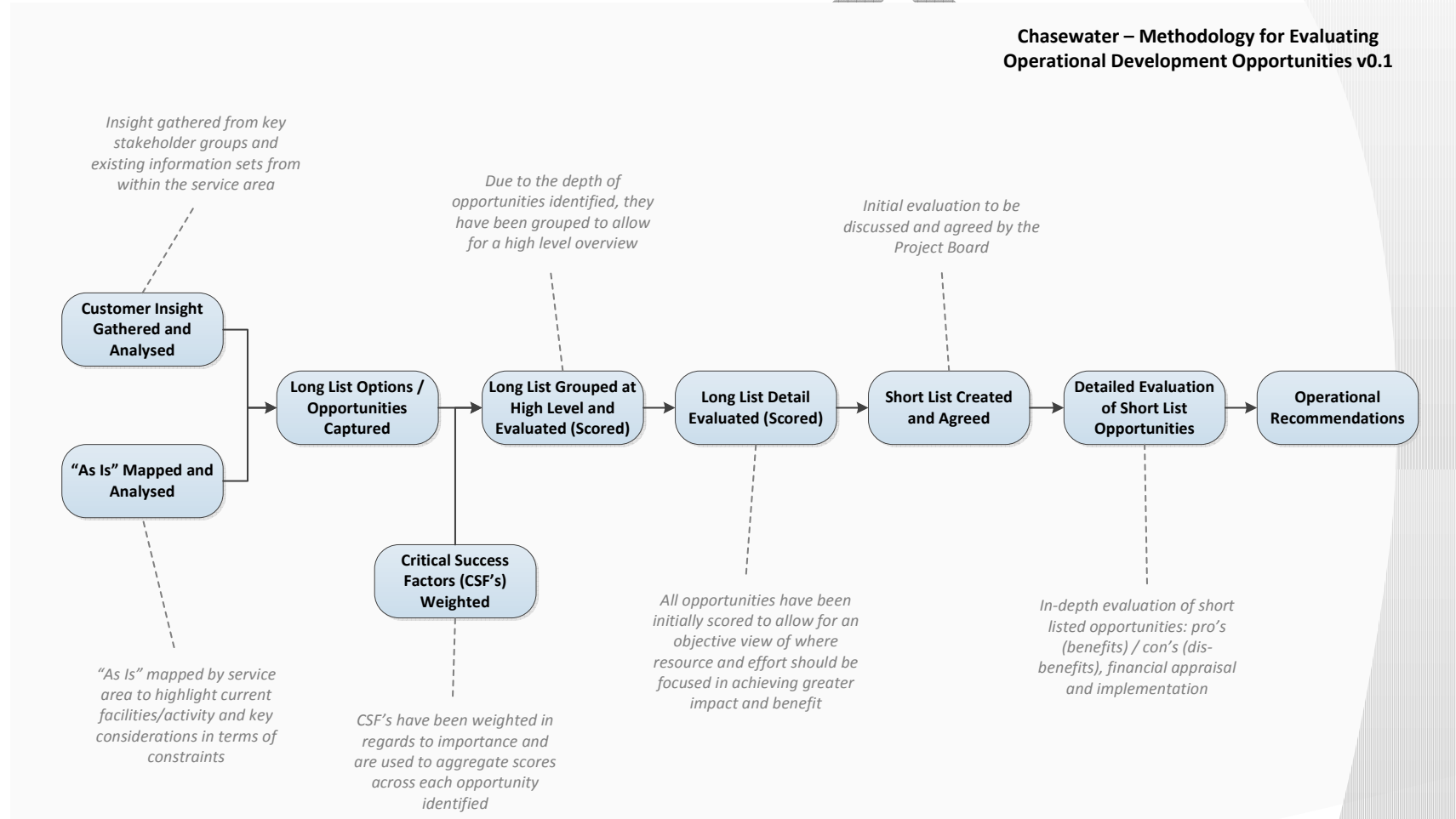
Table 2 - Future Engagement and Communications Plan

Stakeholder	Proposed Engagement and Communication
Prosperous Staffordshire Select Committee	Elements of this document will be presented at the April 2014 Select Committee
Human Resources/Finance Unit	Will continue to be consulted for ongoing advice during Phase 2
Local Media/General Public	An announcement will need to be made about the handover and how SCC will run the Park. Phase 2 should also be communicated in order to get early local buy-in.
Cannock District and Walsall MBC	Will be consulted as appropriate as opportunities for Phase 2 arise
Legal Department/Estates	Due to a number of ongoing issues, regular meetings take place with the Legal Department/Estates regarding the Park. With regards to Phase 2, they will provide ongoing support and advice with development opportunities and new leases and concessions
SCC Commissioners	The Project sponsor will update other commissioners through Place SLT and as necessary through other appropriate channels

2. Options Appraisal

2.1. Operational Development Options Appraisal – Workstream 1

2.1.1. Methodology



2.1.2. Evaluation and Findings for Operational Development Opportunities (Workstream 1)

2.1.2.1. Using the customer insight gathered, existing intelligence within the service area and stakeholder input a “long list” of options / opportunities were identified. Given the vast array of opportunities identified the project team grouped these at a high level to allow for an overview of the type of operational activity to be appraised. The following table details the high level groups and the scoring of each ‘category’:

Ref.	Workstream 1 Operational Development Opportunity	Critical Success Factors (Weighting 1-5) x Scoring (0-5)					Weighted Score
		Contribution to the County’s priority outcomes and operating principles (5)	Maintain or enhance the country park experience for users and in doing so satisfy all statutory, legal and compliance requirements (5)	Reduce the financial pressure to the County Council and partners (5)	Provides added value to Staffordshire’s residents, businesses and visitors (4)	Achievability given current and forecasted levels of resource and timescales (4)	
1	Accreditation Schemes	0	0	0	1	1	8
2	Improve existing facilities and services; e.g. signage	5	5	4	5	5	110
3	Create New Facilities/Services; e.g. Farmers market	5	5	3	5	5	105
4	New Concessions	5	5	3	5	5	105
5	Update / Maximise Property Use e.g. Rangers Hut	4	4	4	4	4	92
6	Explore and Secure Grants/Funding	5	5	5	5	3	107
7	Income Generating Opportunities	3	4	5	4	5	96
8	Staffing Use and Future Operating Model; e.g. Ranger Apprenticeships	5	5	4	5	5	110
9	Increased Customer Insight	5	5	3	4	5	101
10	Marketing	4	4	4	4	4	92

- 2.1.2.2. With the exception of accreditation schemes, the long list scoring demonstrates that all other identified opportunities are feasible and align to the project’s critical success factors, and therefore should be evaluated in more detail.
- 2.1.2.3. Evaluation of the detailed opportunities has been completed and scored against the CSF’s. Detail of which can be found in Appendix 5.
- 2.1.2.4. The “short list” has been created through prioritising opportunities that have scored highest against the CSF’s (please note that this does not mean that other opportunities will not be pursued; they simply won’t be prioritised as part of the initial operational development plan).
- 2.1.2.5. Business as usual (BAU) activity, in that it is already provided across other Country Park’s, has been highlighted through the “short list” and as such has not been evaluated in detail as they will automatically form part of the development plan.
- 2.1.2.6. Full detail and analysis of the short list can be found in Appendix 5, although operational opportunities and recommendations are summarised below:

Ref	Workstream 1 -Operational Development Opportunity	Description	BAU / New Development	Recommendation
2	Guided walks and events	Annual programme of Ranger-led guided walks and events	BAU	Implement as per existing Country Park estate
2	Holiday activities	School holiday programme led by the Ranger service (including family oriented events, children aged 5-16)	BAU	Implement as per existing Country Park estate
2	Parties in the park (incl. children’s parties room hire)	Children’s parties led by the Ranger service, organised as per demand	BAU	Implement as per existing Country Park estate
2	Information and interpretation	Provision of information and interpretation through promotional material and through on site Rangers.	BAU	Implement as per existing Country Park estate
2	Improved signage in and around the park	Internal signage to guide and manage visitors – Ranger service in conjunction with Estate Workers	BAU	Implement as per existing Country Park estate

3	Recreational cycling and walking trails	Creation of cycling and walking trails around the Park. Maintain and enhance existing trails.	BAU	Implement as per existing Country Park estate
8	Expand "Friends of Group" and volunteer base	To expand the existing voluntary contribution within the Park.	BAU	Implement as per existing Country Park estate
2	Educational programme / partnerships	Working with partners to create and deliver an enhanced environmental education programme for country parks and promote learning outside the classroom. Opportunity for joint working with schools and other educational establishments (e.g. Learning and Skills, South Staffordshire College, Stafford College, Harper Adams University, Birmingham University, Keele University etc.) to help promote the benefits of protecting the natural environment through pupil participation and engagement. Potential to link training opportunities through practical applications on site.	New Development	Initial activity should focus around researching best practice and building up networks with partners and education providers; envisaged that research and development would commence in year 1
2	Disabled Vehicles	To improve accessibility to the site for people with disabilities or mobility issues through the introduction of Disabled vehicles for hire (as available at Marquis Drive)	New Development	Identify funding opportunities, either internal or external, and validate cost projections based on Marquis Drive model in year 1.
2	Targeted activities for youth	Targeted activities for youth. Identifying joint opportunities with SCC Youth Service, neighbouring District Councils and partners. Opportunity will investigate potential for facilities and activities for Youth provision based at Chasewater.	New Development	Initial scoping and engagement should commence from the outset although recognising the rethinking within SCC youth provision then this may be delayed, but should be a priority nonetheless.
2	Family Area for Toddlers	Creation of an improved outdoor play area which includes a family area for toddlers.	New Development	Initial activity should focus around insight and

		<p>Insight information identified that there is a demand for better play facilities on the park. An opportunity exists to engage with children and their families and for them to take an active role in development of the play space. Using the natural environment and creating a better outdoor space for play will encourage families to visit, instil confidence in the area and raise the profile of the site.</p>		<p>engagement, working with Rural Access Team to implement some immediate improvements in year 1. Quick wins to be identified through the Ranger service capabilities whilst a long term plan and associated funding is sought.</p>
3	<p>Establish multi-sport offer at Chasewater</p>	<p>Development of the concept of Chasewater as a multi-sport venue. Working with development / partner organisations to create sports based facilities (e.g. all weather pitches). Opportunities for furthering links with other sport and leisure providers already on site. Opportunity to develop a whole site approach</p>	<p>New Development</p>	<p>Project Sponsor (Rural Commissioner) to seek and clarify position regarding Highfields Farm. Should the option be viable post this decision then a business case could be developed within year 1/2.</p> <p>In parallel, opportunities should be explored for the remainder of the site or temporary use of Highfields Farm.</p>
3	<p>Extend opening hours and accessibility</p>	<p>Extend/review opening hours of Innovation Centre to increase demand and enhance visitor experience whilst generating income through secondary spend in the café and shop. Drive primary spend through room hire for commercial purposes and as a community resource</p>	<p>New Development</p>	<p>Development Officer to scope demand and determine cost-benefit analysis. To be completed in Year 1.</p>
3	<p>Green Energy initiatives</p>	<p>Explore the potential of further green initiatives (e.g. solar panels, ground source heat pump etc) for the park and ensure green</p>	<p>New Development</p>	<p>Development Officer instigates feasibility study and analysis in year 1 to</p>

		energy is considered across all developments where appropriate. Investigate potential of green park trail across the site, guided tours for visitors. Development of climate change and renewable energy education package. Potential of building upon previous work initiated by LDC and Birmingham University, potential of Chasewater Innovation Centre as a learning academy and a remote university site for green energy study purposes		determine viability.
3	Farmers Market	Opportunity to introduce a farmers market, providing local produce to local communities and visitors.	New Development	Chasewater Development Officer to undertake market analysis and stakeholder engagement to determine demand and interest. Implementation in year 1 subject to the above.
3	Mini markets	Opportunity to introduce "mini-markets" on site - for craft and local goods, providing opportunities for local artists, craft workers and businesses. E.g. plant sales through local groups such as COGs (Cherry Orchard Gardening Services) www.cogsprepareforlife.co.uk	New Development	Chasewater Development Officer to undertake market analysis and stakeholder engagement to determine demand and interest. Implementation in year 1 subject to the above.
3	Activities for the elderly	Opportunity to extend the community use of the Innovation Centre to target activities for the elderly - e.g. tea parties, arts and crafts, social events etc.	New Development	Chasewater Development Officer to determine demand and setup requirements (including partner contribution e.g. Entrust and Age Concern) and depending on the outcome facilitate

				implementation in year 1
3	Improve parking Burntwood (North Shore side)	Opportunity to improve parking on the North Shore. The BOAT restriction for driving over the dam has meant that visitors from the Burntwood by-pass have to drive around to get to the South Shore as very limited parking is available on the North Shore	New Development	Undertake feasibility study in year to determine setup and maintenance costs vs demand and income generation, to determine VFM. Identify potential funding sources and joint working opportunities.
3	Assault course (high ropes)	Opportunity to improve facilities on the South Shore through the introduction of an assault course or high rope centre.	New Development	Identify feasibility and potential partner within year 1 with an aim to full implementation in year 2. To be facilitated by the Chasewater Development Officer.
4	Cycle and scooter hire/segways	Opportunity to improve facilities and activities on site through the introduction of cycle, segway and scooter hire	New Development	Identify feasibility and potential partner within year 1 with an aim to full implementation in year 2. To be led by the Chasewater Development Officer.
4	Local and national sporting events i.e. triathlon, ironman, powerboating, wakeboarding, orienteering, open water swimming, paddleboarding	Development of the concept of Chasewater as a venue for local and national sporting and large scale events - e.g. triathlon, ironman, national power boat racing, wakeboarding, orienteering, open water swimming, open air concerts, music and firework events. Working with partner organisations, stakeholders and sponsors to attract large scale local events. Furthering links with other sports providers already on the site. Opportunity to develop whole site approach to large scale events.	New Development	Project Sponsor to seek and clarify position regarding Highfields Farm if the land is required to run specific events. Investigate opportunities on a case by case basis from year 1 onwards.

5	Rangers Hut redevelopment	Opportunity to develop the Rangers Hut wholly or partially as a business enterprise unit / community use workshop facility etc. Remedial work is required to bring the building up the standard for lease. Provides opportunity to support start up business or community group etc.	New Development	Chasewater Development Officer to investigate demand and produce clear cost model within year 1. Dependent on outcome this should be delivered within year 1.
5	Investigate planning permissions for potential change of use from B1	There is currently limited use on the business enterprise units at Chasewater with the planning permission restricted to B1. There is an opportunity to seek to expand planning on units through engagement with LDC to widen the site attractiveness and provide a platform for further development and expansion.	New Development	Chasewater Development Officer to determine demand and feasibility of change in planning use. Outcome dependent, a change in planning use application should be completed.
6	Explore Innovation Centre use excluding café/restaurant	Opportunity to review current use of the Innovation Centre and investigate future use to maximise value and outcomes	New Development	Chasewater Development Officer to facilitate and lead on a feasibility study and options appraisal for the future use of the Innovation Centre. To be undertaken within year 1.
7	Corporate Sponsorship	Creation of a corporate sponsorship programme, raising the profile of Chasewater realising benefits in kind and direct financial benefits	New Development	Not a priority activity but on-going development route that should be explored from year 2 onwards.
8	Review and expand role of stakeholders on site	To review the role of existing stakeholders to explore opportunities to expand and develop their offering and to become more operationally responsible for the site and its future development	New Development	Chasewater Development Officer to engage stakeholders and scope out potential
8	Investigate Ranger Apprenticeship	Investigate the possibility of introducing a	New	Rural Access Manager to

	Scheme – e.g. Staffordshire Wildlife Trust model at Highgate Common	Ranger apprenticeship scheme (e.g. similar to those operated by Staffordshire Wildlife Trust at High Gate Common)	Development	explore best practice examples and feasibility in year 1
9	Capture customer insight and data including performance management and comparisons across country park portfolio	Improve customer insight to enable informed decisions of the management and future of country parks	New Development	Insight and data collection to be reviewed and requirements gathered to inform a robust approach to gaining insight. Chasewater Development Officer to instigate as a key priority within year 1.
10	Marketing of the Country Park	Creation and promotion of a brand, defining the product offer, raising profile, identifying target market(s), product channels, communication strategy, stakeholder engagement.....culminating in a holistic site marketing strategy and plan that is synergistic with corporate marketing and messages	New Development	Existing marketing mechanisms are to continue in the interim whilst a full marketing strategy and plan is produced. It is envisaged that the plan will determine future timescales as it is inclusive of current activity and ongoing development opportunities. Development Officer to drive activity as the accountable post.

**The Chasewater Business Case in Phase 1 of the Project secured, as part of the operating model, funding for a Development Officer who is responsible for operational developments and delivery of this plan.*

2.1.3. Preferred Option(s)

- 2.1.3.1. The nature of the project and development plan does not lead to a preferred option as such, rather a combination of opportunities that form the overall **operational** development plan.
- 2.1.3.2. The recommendations formed within the “short list” have been analysed and structured with regards to implementation, and in doing so form the development plan. The full development implementation plan can be found in section 4.1.

2.2. Strategic Options Appraisal – (Workstream 2)

2.2.1. Purpose

A key deliverable of the Chasewater development project was to define an initial long list of **strategic** options and the methodology that should be used to evaluate them so that the business area could subsequently take forward this work in a structured way aligned to best practice. The purpose therefore of this document is to define the approach to undertaking the strategic options appraisal including initial planning activity that will form next steps.

2.2.2. Objectives

The overarching aim of workstream 2 of the project is to determine the future strategic direction of Chasewater Country Park and the benefits that it will provide. This will cover financial and non-financial benefits ultimately working towards a sustainable model of delivery that can be a pilot for the rest of the Country Park portfolio.

2.2.3. Outcomes

- 2.2.3.1. A sustainable model for the delivery of Country Park services at Chasewater and within the wider portfolio
- 2.2.3.2. Clear line of sight from preferred option to benefits that will support the sustainability of Chasewater
- 2.2.3.3. A full and shared understanding of the investments and timescales to realise the benefits
- 2.2.3.4. Decisions are based on evidence, transparency and are consistent

2.2.4. Project Scope and Exclusions

The purpose of the **strategic** options appraisal is to explore all reasonable alternatives to the delivery of Chasewater and by default inform all Country Parks, and therefore would suggest that the scope is relatively broad. This will

focus on being visionary and strategic but will account for operational implications.

Scope of the options appraisal will be managed through stakeholder engagement; however an initial view would suggest the following:

In Scope	Out of Scope
<ul style="list-style-type: none"> • Objectives of the options appraisal • Criteria and weighting to evaluate options • Current activity at Chasewater including constraints (“As Is”) • Demand analysis • Business case for preferred option(s) • High level implementation plan • Consultation (if required) 	<ul style="list-style-type: none"> • Detailed target operating model including process maps and standard operating procedures

2.2.5. Stakeholders

Initial activity should focus on stakeholder identification and analysis to determine the key stakeholder groups that will affect or are affected by the strategic options appraisal and outcome. It is recommended that a RACI (Responsible, accountable, consult, inform) tool be used to align stakeholders to the options appraisal process, so that there is a clear and shared understanding of roles and responsibilities throughout each step of the appraisal.

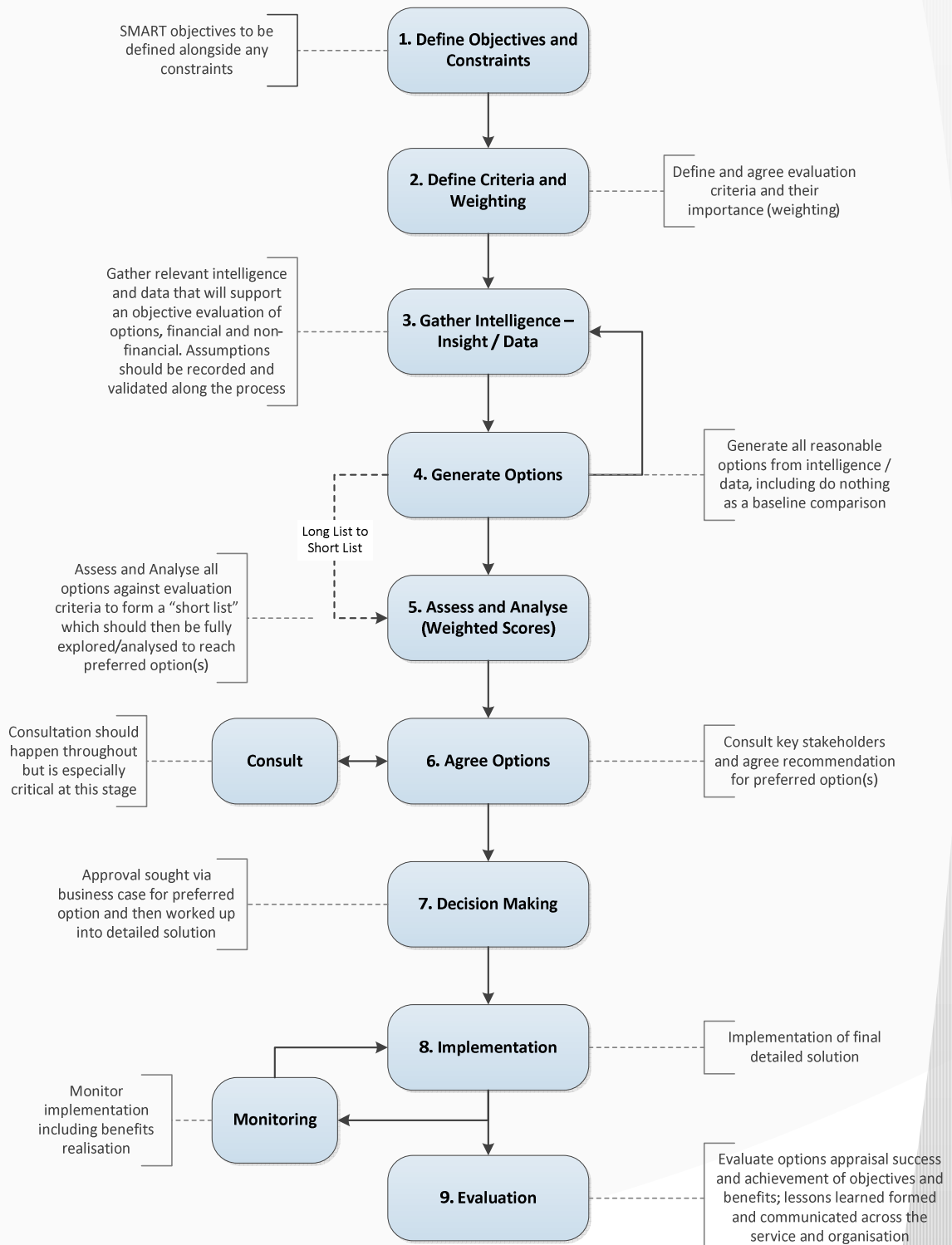
2.2.6. Project Approach

The suggested approach has been based on the Government “Green Book (2011)” as a standard method to delivering an options appraisal. The principles behind the options appraisal are:

- Being clear about the objectives
- Considering all the (reasonable) different ways that the objectives could be achieved options
- Assessing the costs and benefits of all options
- Identifying the pros and cons of each option, quantifying and valuing them if possible
- Considering risks and sensitivities
- Considering the most appropriate and best value use of resources, not solely focusing on cost alone

The following outlines the process of completing the options appraisal:

Chasewater Development – Strategic Options Appraisal Process



2.2.7. Next Steps

2.2.7.1. Analysis of customer insight, good practice and innovation both nationally and internationally have helped inform the initial high level long list of **strategic options**. The full detail can be found in Appendix 6 although the options are summarised below:

- SCC continues to implement improvements with the resources available to run Chasewater as a country park
- SCC transfers the freehold by selling or gifting the Park, or agreeing to a long-term lease*. This option is not necessarily restricted to Chasewater Country Park and could include other SCC land holdings
- A multi-agency public sector partnership which runs Chasewater as an outdoor public amenity
- SCC commissions a private sector company to run Chasewater as an outdoor public amenity
- SCC commissions a not-for-profit organisation to run Chasewater as a country park
- SCC enters into a cross-sector partnership to run Chasewater as an outdoor public amenity, including a multi-sport outdoor centre
- SCC enters into a partnership with an education establishment to run Chasewater as an outdoor public amenity and a centre for learning
- SCC enters into a partnership with a not-for-profit organisation to run Chasewater as an outdoor public amenity and a community garden
- SCC creates an independent, not-for-profit organisation focused on raising money from individuals and organisations to run and enhance Chasewater

2.2.7.2. Building on the initial identification of strategic actions, the following initial planning steps are recommended prior to commencing the strategic options process:

Identify immediate key stakeholders to form a key working group and undertake planning exercise:

- Stakeholder identification and analysis including interest/influence matrix to analyse key stakeholder groups and inform the communications plan
- Apply RACI (responsible, accountable, consult, inform) to stakeholder list across each step of the options appraisal process; this will align stakeholders and create clear roles and responsibilities across the project lifecycle.
- Communications plan aligned to project deliverables and strategic options appraisal process
- Engage key stakeholder groups to undertake planning exercise to determine key products (aligned to objectives), scope, resource and timescales (plan)

- Define and setup governance structure
- Initiate key project controls – risks and issues management, change control, escalation processes.

3. Financial Overview

3.1. Operating Budget and Financial Projections

3.1.1. The approved Chasewater business case secured an operating budget of c.£100k which has been recognised as a new pressure through the Medium Term Financial Strategy (MTFS) process.

3.1.2. Forecasted over the next 5 years, the operating budget requirement will be reduced as additional income is generated, maintenance is reduced and the Chasewater Development Officer post becomes self-sustaining or not required from year 3 onwards. The following table is the extract from the original business case:

	Y1 (£)	Y2 (£)	Y3 (£)	Y4 (£)	Y5 (£)
Y1 additional resources required	102,117	102,117	102,117	102,117	102,117
Reduced maintenance	-	-	-10,000	-15,000	-20,000
End of Development Officer Post	-	-	-30,400	-30,400	-30,400
Additional income	-	-10,000	-20,000	-30,000	-40,000
Ongoing resources required	102,117	92,117	41,717	26,717	11,717
Cumulative costs		194,223	235,950	262,667	274,384

3.1.3. The table above sets out the financial targets that the operational development plan aims to achieve through additional income. The absence of a year 1 target is in recognition that the development plan will be in its infancy and that scoping and engagement activity will be a priority.

3.1.4. A key success measure for the operational development plan will be to generate an additional £10k income p.a. year on year from year 2 onwards.

3.1.5. The existing Chasewater budget is currently £183k for 2013/14.

3.1.6. The approved Chasewater budget for 2014/15 is £283,500 and therefore financial benefits realized through the implementation of the development plan will be measured against the total Chasewater envelope and the wider

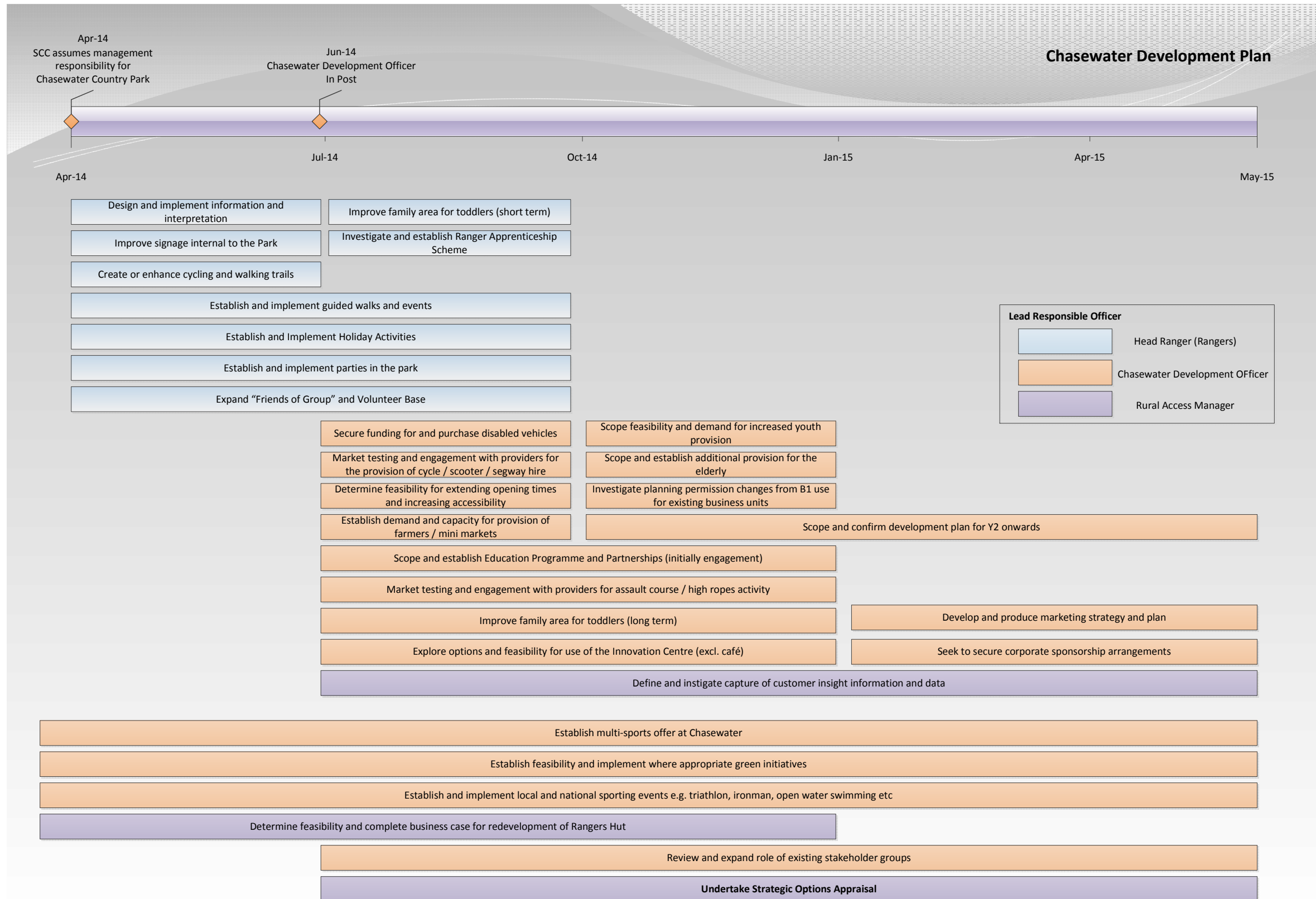
Country Park portfolio as one of the key objectives is to use Chasewater to inform the wider service area.

3.2. Financial Investment

- 3.2.1. Given the nature of the operational development opportunities identified and the need for an initial focus on engagement with stakeholders and partners, internally and externally, investment requirements have been identified as part of the appraisal process but not quantified.
- 3.2.2. Where possible estimations of investment requirements have been made, but will need to be validated through the development plan. This can be found in Appendix 5 as part of the evaluation of short list opportunities.
- 3.2.3. Investment does not solely relate to the County Council as with franchise models and concessions the capital and revenue costs will be of concern to the provider, with SCC seeking to secure income generation through lease / concession agreements.
- 3.2.4. In house provision (SCC) identified as part of the development plan (e.g. provision of disabled vehicles, ranger hut development) would need funding to be secured either through existing operational budgets or new sources of funding.
- 3.2.5. Critical to the operating model, the Chasewater Development post holds a key responsibility for identifying and securing funding opportunities, internally and externally, to provide resource for the implementation of development activities.

4. Management Case

4.1. Development & Implementation Plan



4.2. Resource Commitment

- 4.2.1. The key resource that will be driving the development plan (responsible officer) is shown in section 4.1.

4.3. Governance Arrangements

- 4.3.1. Management of the country park and the development plan will both be governed through the existing country park structure. Reporting lines and escalation points will replicate the existing structure that applies to the wider portfolio. The existing structure can be found in Appendix 7.

4.4. Transition Plans

- 4.4.1. The key customer of the development plan is the Rural Access Manager who has been a key member of the immediate project team from the outset.
- 4.4.2. Initial development activities are focused around “business as usual” activity and therefore there will be a “soft” launch which will transition from project to operational go-live.
- 4.4.3. As the expertise and experience required is contained within the service area there is no requirement for project support post go-live and as plans have been jointly produced with the service area then a natural transition will occur.
- 4.4.4. As part of project closure, lessons learned (both positive and negative) and key successes will be captured so that it can inform future projects.

4.5. Risk and Issue Management

- 4.5.1. Risk and issue management is already integrated into the culture and working practices of the service area through effective policy and process. It is incorporated into service planning and performance management processes with a proactive approach to risk assessment across all country parks. Chasewater as an addition to this portfolio will also be managed through the same policies and processes as part of business as usual.

Risk Description	Likelihood (L)	Impact (I)	Risk Score (L x I)	Mitigation
If the Highfields Farm site is “mothballed” until the Strategic Property Partner is in place then there is risk of limited development ability on this piece of land and associated loss of income potential	5	3	15	Temporary development use of Highfields Farm to be explored to maximise potential income in the short term.
Constrained development opportunities for existing and new stakeholders regarding catering on site given that Entrust are the prime provider.	5	3	15	Engage Entrust to gauge level of interest in provision of catering on site and in doing so determine impact on timescales, development opportunities and existing (and new) stakeholder groups.
CISWO (land owner) do not recognise the transfer of ownership and lease from LDC to SCC resulting in future activity being delayed due to perceived LDC responsibility.	5	3	15	SCC Legal to continue discussions regarding transfer of leases.
Risk of limited development opportunities across the whole site due to the nature of the land (SSSI, Green Belt) which will constrain future activity	4	5	20	Continual discussions with LDC and Natural England to maximise opportunity and flexibility. Stakeholder engagement key activity in managing expectations.
Risk of the dam requiring ongoing and potentially significant maintenance should it falter (potential to detract from development and absorb cost)	3	5	15	Maintenance plan for the dam to provide early warning of potential issues so that cost is minimised. Development activity to take account especially given the use of the water body.

5. Appendices

- Appendix 1 – Chasewater Business Case (Appendices available on request)
- Appendix 2 – Chasewater – Development – Outcomes Mapping v0.2
- Appendix 3 – Option 1 – ToM and SWOT for Min Service Level + v0.1
- Appendix 4a – Chasewater Insight Index Map
- Appendix 4b – Chasewater Index for the Insight Map
- Appendix 4c – Chasewater Tenure SSSI and SBI Map
- Appendix 5 – Evaluation of Short List Development Opportunities v0.2
- Appendix 6a – Chasewater Strategic Options
- Appendix 6b – Strategic Options Diagram of Influences
- Appendix 7 – Chasewater Country Park Structure Chart

DRAFT

Ref.	Title	Description	Pro's	Con's	Financial	Implementation	Critical Success Factor's (CSF's) - Rationale					Recommendation(s)
							Contribution to the County's priority outcomes and operating principles	Maintain or enhance the country park experience for users and in doing so satisfy all statutory, legal and compliance requirements	Reduce the financial pressure to the County Council and Partners	Provides added value to Staffordshire's residents, businesses and visitors	Achievability given current and forecasted levels of resource and timescales	
2.06	Education Programme / Partnerships	Working with partners to create and deliver an enhanced environmental education programme for country parks and promote learning outside the classroom. Opportunity for joint working with schools and other educational establishments (e.g. Learning and Skills, South Staffordshire College, Stafford College, Harper Adams University, Birmingham University, Keele University etc) to help promote the benefits of protecting the natural environment through pupil participation and engagement. Potential to link training opportunities through practical applications on site.	<ul style="list-style-type: none"> - Children gain confidence outdoors and learn about the natural environment - Structured educational programmes providing hands on, practical learning opportunities outside of a classroom based environment - Widen the value of country parks and open green spaces to an increased target audience - Getting young people involved and made aware of social responsibility / natural landscape - Potential to encourage follow on site visits - Chance to involve young people as future Forest school leaders - Potential increase in secondary spend through concessions on site 	<ul style="list-style-type: none"> - Cost of implementing new activities / facilities - Time and resource implications on Ranger service - Sustainability of partnerships / activities - Managing expectations - Competition within the market 	<ul style="list-style-type: none"> - Initial setup costs may be required - Schools / Educational establishments pay for site visits which, given the likely input from SCC as Ranger's time, would provide an income generation - Potential access to external funding through partners and formal bids - Costs to be quantified on a case by case basis 	<ul style="list-style-type: none"> - Development post is a facilitator who works with the Ranger service to expand service offering - Investigation of best practice examples - Assessment of the capacity of the Ranger service to contribute to this opportunity - Initial activity will be to determine feasibility and achievability of developing additional and new activities - Not envisaged to be an immediate activity within the development plan given the required setup time - Engagement work with partners and educational establishments could start in year 1 to test the market in terms of demand 	Impact on healthier / more independent lives, individuals taking responsibility	Enhance experience for the target audience through a managed and sustained educational programme	Potential to provide a steady flow of income, although the main benefits are viewed to be non-financial	Social responsibility would provide added value to the Staffordshire community with secondary positive impacts to residents, visitors and businesses through targeted education	Achievable in the medium long term given the need to determine demand and capacity	Initial activity should focus around researching best practice and building up networks with partners and education providers; envisaged that research and development would commence in year 1
2.14	Disabled Vehicles	To improve accessibility to the site for people with disabilities or mobility issues through the introduction of Disabled vehicles for hire (as available at Marquis Drive)	<ul style="list-style-type: none"> - Improve access for people with disabilities or mobility issues - Encourages intergenerational use of the park - Promotes equality across all user groups - Develops a sense of wellbeing and encourages independence in the outdoors - Encourages and promotes accessibility for new audiences - Best practice model already operating at Marquis Drive 	<ul style="list-style-type: none"> - Initial setup costs of purchasing vehicles - Ongoing maintenance costs - Additional administration required through hiring arrangements 	<ul style="list-style-type: none"> - Costs of initial purchase is not accounted for within current budgets - Cost per vehicle of £5,500 and estimated that 2 vehicles will be required based on demand - Based on Marquis Drive, maintenance costs are £300 p.a. per vehicle from year 2 onwards 	<ul style="list-style-type: none"> - Development post to explore opportunities for funding through either internal or external routes - Rangers to assess current trails and determine work required to make accessible...trail to be created? - Plan to implement within year 1 given available funding 	Promotes healthier and independent living for those with disability and mobility issues, and their families and friends.	Allows for a safe and enjoyable experience for the target audience, providing equality	Financial pressure to the County if operating on the Marquis Drive model (no rental policy). Should charged be introduced then it is envisaged that the vehicles would still require subsidising.	Provides accessibility to the target audience through creating equality, would increase value that Chasewater provides to the Staffordshire community.	Should funding be identified, then implementation would be achievable within year 1.	Identify funding opportunities, either internal or external, and validate cost projections based on Marquis Drive model in year 1.
2.16	Targeted activities for youth	Targeted activities for youth. Identifying joint opportunities with SCC Youth Service, neighbouring District Councils and partners. Opportunity will investigate potential for facilities and activities for Youth provision based at Chasewater.	<ul style="list-style-type: none"> - Reduce ASB - Widen value to an increased target audience - Getting young people involved and increasing social responsibility and understanding of the natural landscape - Benefits to other public services (e.g. police, fire service) - Potential to access families - Financial savings due to reduce vandalism, ASB, public services time - Chance to involve and engage youth in determining provision 	<ul style="list-style-type: none"> - Increased vandalism / ASB if not appropriately managed - Cost of implementing new activities / facilities - Conflicts with other user groups - Community opposition to new activities / facilities - Sustainability of activities / facilities - Managing and responding to expectations - Reducing youth service capacity (SCC) 	<ul style="list-style-type: none"> - No identified budget for additional provision of activities / facilities - Costs would need to be determined following insight activity - Potential access to funding through external routes / partners 	<ul style="list-style-type: none"> - Development post would act as facilitator - Anticipated to be led by a partner / external organisation - Assessment required of the Ranger service to determine capacity in supporting development - Initial activity will involve engagement of partners to determine feasibility - Not envisaged to be a "quick win" given the necessary engagement required 	Impact on healthier / more independent lives, individuals taking responsibility, vulnerable groups	Enhance experience for a targeted audience through provision of activity to match demand. Potential to reduce vandalism and ASB, and improve safety	Reduced cost to society through reduction in ASB, vandalism and public service time. Initial costs, dependent on opportunity, will require cost-benefit analysis	Provides added value to target audience and secondary value to the wider community if supported. Will increase engagement and create awareness of social responsibility	Achieve in the medium-long term given engagement required, short term scoping should commence immediately	Initial scoping and engagement should commence from the outset although recognising the rethinking within SCC youth provision then this may be delayed, but should be a priority nonetheless.
2.17	Family Area for toddlers	Creation of an improved outdoor play area which includes a family area for toddlers. Insight information identified that there is a demand for better play facilities on the park. An opportunity exists to engage with children and their families and for them to take an active role in development of the play space. Using the natural environment and creating a better outdoor space for play will encourage families to visit, instil confidence in the area and raise the profile of the site.	<ul style="list-style-type: none"> - Playing outdoors from an early age allows children to develop a sense of wellbeing, emotional responses and interpersonal skills - Informal play promotes creativity, flexible thinking, language skills, learning and problem solving - Positive effect on community cohesion for children and parents - Getting children involved at a young age creates awareness of social responsibility and understanding of the natural landscape - Outdoor play is an important way in which children develop skills of managing risk - Potential to increase visitor numbers - Enhances the end user experience - Opportunities for joint working - e.g. Play England - Potential to engage with local communities and encourages a sense of wellbeing and pride in local assets 	<ul style="list-style-type: none"> - Setup and maintenance costs of introducing a new play facility - Sustainability of facilities - Managing and responding to expectations 	<ul style="list-style-type: none"> - No identified budget for increasing / redeveloping provision - Some "quick win" impacts could be made in house through the Ranger service and current budget - Costs would need to be determined given size, scale and complexity of play facility; potential investment required - £30k-100k. - Potential to access external funding through bids / partners 	<ul style="list-style-type: none"> - Development post to act as lead officer with support from the Rural County - Anticipated support from partner organisations - Initial activity to scope and gain insight of detailed opportunities - Engagement of partners to determine feasibility - Envisaged to be an ongoing development project with potential for immediate improvements within year 1 	Impact on healthier / more independent lives, individuals taking responsibility, vulnerable groups	Enhance experience for a targeted audience, potential to reduce vandalism and improve safety and instil confidence in the area	Potential to reduce cost to society over time by generating social responsibility from an early age- potential to work to discourage ASB issues on the Park which cost officer time and money on maintenance	Provides added value to residents and visitors. Encourages further visits	Some elements achievable in the short-medium term. Longer term plan required going	Initial activity should focus around insight and engagement, working with Rural Access Team to implement some immediate improvements in year 1. Quick wins to be identified through the Ranger service capabilities whilst a long term plan and associated funding is sought.
3.27	Establish multi-sport offer at Chasewater	Development of the concept of Chasewater as a multi-sport venue. Working with development / partner organisations to create sports based facilities (e.g. all weather pitches). Opportunities for furthering links with other sport and leisure providers already on site. Opportunity to develop a whole site approach	<ul style="list-style-type: none"> - Promotes Chasewater as a "destination" within Staffordshire for active sports activities - Potential to attract large scale investment - Offers opportunities for regeneration of the local area and attract business sponsorship - Potential to increase employment in the area - Offers much needed facilities for young people in an area of deprivation - Increased visitor numbers - Potential income stream for the County to offset financial pressures - Fits with appropriate use in green belt - Aligns with Lichfields Local Plan - Encourages participation in sport - Opportunities for local, regional and national recognition 	<ul style="list-style-type: none"> - Cost effectiveness as up-front investment may be high - Highfields Farm site would be required for large scale development of this nature prohibiting any future residential / commercial development - Remedial reclamation works to the Highfields Farm site would require substantial costs - Sustainability would need consideration dependent on whether the County retains liability - Attracting a suitable developer / investor with which to partner 	<ul style="list-style-type: none"> - Large scale investment required (e.g. Heritage lottery, Sports England, Private) - Scoping, feasibility of implementation is not accounted for within existing and pressured budgets - Land reclamation costs of £4m+ for Highfields Farm - Total financial outlay and cost-benefit analysis, VFM, ROI would need to be determined through a full business case 	<ul style="list-style-type: none"> - Current Project Sponsor (Rural Commissioner) would be accountable for this work if relating to Highfields Farm - Decision would need to be made with regards to Highfields Farm and future strategy - this could be made in Year 1 - Internal SCC teams and external partners would support development of a proposal - Business case would be produced and agreed within the 5 year plan, however full implementation may not be realised dependent upon development, approval and delivery 	Increases employment within the local area and supports residents in living healthier and more independent lives.	Improves experience of targeted end users through provision of sports and leisure activities. Adds to the marketing potential and overall perception of the site as a whole.	Potential to reduce the financial pressure for SCC in the long term, and short term dependent on the preferred option (e.g. private developer acquiring land)	Provides added health and social benefits through the provision of sports and leisure facilities. Encourages "pride of place" for Staffordshire's residents	Dependent on the development time required and preferred option, the full implementation of a sportshire concept may be achievable within the 5 year plan	Project Sponsor (Rural Commissioner) to seek and clarify position regarding Highfields Farm. Should the option be viable post this decision then a business case could be developed within year 1/2. In parallel, opportunities should be explored for the remainder of the site or temporary use of Highfields Farm.
3.28	Extend/review opening hours and accessibility for the Innovation Centre	Extend/review opening hours of Innovation Centre to meet demand and enhance visitor experience whilst generating income through secondary spend in the café and shop, and directly through hiring of facilities both commercially and as a community asset	<ul style="list-style-type: none"> - Maximise opportunities to attract visitors to the site and generate income - Offers increased visitor access post 4pm weekdays and weekends - Opportunities to be more of a community asset 	<ul style="list-style-type: none"> - Cost of increasing opening hours would need consideration against income - Health and safety implications (lone working) 	Cost benefit analysis required to determine feasibility.	Development Officer to complete cost benefit analysis in conjunction with Rural Access Team, including determining demand	Indirectly supports priority outcomes through maximising use of community assets	Increased accessibility and therefore offering would enhance the visitor experience	Cost benefit analysis is to determine financial impact to SCC	Provides added value for residents, visitors and businesses through increased accessibility to a community asset	Achievable within the development plan timeframe	Development Officer to complete cost benefit analysis to determine feasibility and next steps. To be completed in year 1.

3.31	Green Energy initiatives	Explore the potential of further green initiatives (e.g. solar panels, ground source heat pump etc) for the park and ensure green energy is considered across all developments where appropriate. Investigate potential of green park trail across the site, guided tours for visitors. Development of climate change and renewable energy education package. Potential of building upon previous work initiated by LDC and Birmingham University, potential of Chasewater Innovation Centre as a learning academy and a remote university site for green energy study purposes	<ul style="list-style-type: none"> - Maximise opportunities to attract visitors to the site and generate income - Partnership working / shared building and utility costs - Potential partnerships and activity to attract funding - Puts Chasewater on the map as a destination for green energy and climate change initiatives - Demonstrates the County's commitment to sustainable energy - Financial savings through the reduction in long term operating costs or through income generation via selling back to the grid 	<ul style="list-style-type: none"> - Up front costs / funding sources for setup, equipment, development time etc 	<ul style="list-style-type: none"> - Setup and development costs may be significant, although a cost benefit analysis to determine value for money would be required - A full business case would be necessary to evaluate this opportunity 	<ul style="list-style-type: none"> - Led by the Development Officer in a facilitative role, supported by the Rural County team, SBEN and partners - Investigation and feasibility work would be instigated in year 1 with the view to determining a long term strategy 	Supports businesses and therefore employment through instigating green initiatives and development	Positive marketing position and commitment to sustainable energy as well as provision of education to the community, visitors and businesses.	Reduces long term financial pressures and offsets running costs. Recognising start up costs in the short term may be high.	Opportunity to increase knowledge and awareness of sustainability energy.	Ongoing strategy would be subject to financial viability, although investigation work (feasibility) could commence in year 1.	Development Officer instigates feasibility study and analysis in year 1 to determine viability.
3.33	Farmers Market	Opportunity to introduce a farmers market, providing local produce to local communities and visitors.	<ul style="list-style-type: none"> - Increased profile of area - Increased footfall - Promotion of healthy eating - Increased income generation through concessions or lease arrangements - Conflict with local communities and businesses - Enhances visitor experience 	<ul style="list-style-type: none"> - Demand to be fully understood - Setup requirements and sustainability are relatively unknown - Weather dependent - Conflict with local traders / other farmer markets if not engaged properly 	<ul style="list-style-type: none"> - Additional income generation through concessions or lease arrangements - SCC may be required to invest in setup costs 	<ul style="list-style-type: none"> - Demand to be determined by Chasewater Development Officer with support from SCC departments / partners - Achievable within year 1 once setup and administration requirements are determined. 	Encourages healthy lifestyles and independent living. Support local employment and enterprise	Additional product offer enhancing the experience of end users	Income generation through concessions / charging arrangements. Secondary income generation through increase in footfall	Added value provided through increasing the product offer at Chasewater and encourages local businesses and regeneration	Achievable in year 1 given the right level of engagement and market demand.	Chasewater Development Officer to undertake market analysis and stakeholder engagement to determine demand and interest. Implementation in year 1 subject to the above.
3.34	Mini markets	Opportunity to introduce "mini-markets" on site - for craft and local goods, providing opportunities for local artists, craft workers and businesses. E.g. plant sales through local groups such as COGs (Cherry Orchard Gardening Services) www.cogsprepareforlife.co.uk	<ul style="list-style-type: none"> - Increased footfall to the site - Increased profile of the area and awareness of Chasewater - Opportunity for marketing and promotion - Boosts visitor experience and influences choice - Supports local regeneration through supporting SME's, local artists and craft workers - Encourages repeat visits 	<ul style="list-style-type: none"> - Relative unknown demand - Sustainability - Raising and managing expectations of end users and stakeholders - Weather dependent - Potential conflict with other local traders if not engaged - Administration requirements 	<ul style="list-style-type: none"> - Income generation opportunity through small scale concessions / charges - SCC may be required for upfront investment for provision of basic equipment 	<ul style="list-style-type: none"> - Demand analysis required to test market led by Chasewater Development Officer - Support from partners / key stakeholders may be required - Achievable within year 1 	Encourages healthy lifestyles and independent living. Support local employment and enterprise	Additional product offer enhancing the experience of end users	Income generation through concessions / charging arrangements. Secondary income generation through footfall	Added value provided through increasing the product offer at Chasewater and encourages local businesses and regeneration	Achievable in year 1 given the right level of engagement and market demand.	Chasewater Development Officer to undertake market analysis and stakeholder engagement to determine demand and interest. Implementation in year 1 subject to the above.
3.36	Activities for the elderly	Opportunity to extend the community use of the Innovation Centre to target activities for the elderly - e.g. tea parties, arts and crafts, social events etc	<ul style="list-style-type: none"> - Increased community involvement - Provides activities to a target group - Increases social value of Chasewater - Enhances visitor experience - Supports local communities - Aims to reduce isolation - Potential for joint working - e.g. social care, CCG's 	<ul style="list-style-type: none"> - Cost pressure dependent on end solution (staff time) - Health and safety requirements - Administration requirements - Sustainability 	<ul style="list-style-type: none"> - Small charges would be applied for administration - likely position is breakeven or small income generation - Potential external funding through joint working arrangements 	<ul style="list-style-type: none"> - Engagement and demand analysis undertaken by Chasewater Development Officer. - Achievable within year 1 	Encourages healthy living and independent living	Additional product offer enhancing the experience of end users	Small scale income generation potential or breakeven	Added value provided through increasing the product offer through targeted activities. Potential to reduce isolation and increase community involvement	Should demand be identified, it is achievable within year 1	Chasewater Development Officer to determine demand and setup requirements (including partner contribution e.g. Entrust and Age Concern) and depending on the outcome facilitate implementation in year 1
3.38	Improve parking Burntwood (North Shore side)	Opportunity to improve parking on the North Shore. The BOAT restriction for driving over the dam has meant that visitors from the Burntwood by-pass have to drive around to get to the South Shore as very limited parking is available on the North Shore	<ul style="list-style-type: none"> - Increased footfall from Burntwood residents and improves satisfaction levels for locals - Improves accessibility by vehicle - Encourages repeat visits 	<ul style="list-style-type: none"> - Effort involved vs impact may not be value for money - Costs involved in creating designated parking spaces - Agreement from Natural England and CISWO (land owner) would be required 	<ul style="list-style-type: none"> - Additional costs would be required to create and maintain an additional parking facility - Development costs are not allocated for within existing budgets 	<ul style="list-style-type: none"> - Investigate demand and feasibility - Rural Access Team to lead - Support to be received from SCC ecologists and SCC partners - Potential to be achievable within year 1 if a funding source is identified - Potential to explore joint working with Burntwood Town Council and share funding/risk. 	Enhances country park experience through increased accessibility to the site	Potential for direct income generation through parking charges and secondary income through increasing footfall. This would need to be analysed against setup and maintenance costs to determine VFM	Provides added value to local communities and visitors through increasing accessibility by vehicle.	Potential to implement in year 1 if funding identified. Opportunity for joint working with Burntwood Town Council	Undertake feasibility study in year to determine setup and maintenance costs vs demand and income generation, to determine VFM. Identify potential funding sources and joint working opportunities.	
3.41	Assault course (high ropes)	Opportunity to improve facilities on the South Shore through the introduction of an assault course or high rope centre.	<ul style="list-style-type: none"> - Attraction with intergeneration appeal - Increased footfall driving primary and secondary income - Encourages outdoor activities for the local community - Children and young people in particular gain confidence outdoors and learn how to manage risk - Appeals to organised groups, schools, scouts etc - Encourages repeat visits 	<ul style="list-style-type: none"> - Need to identify / attract franchise or organisation to run a facility - Sustainability - Security should equipment / assets remain as a permanent fixture / overnight - Health and safety requirements 	<ul style="list-style-type: none"> - Potential income generation through a concession or lease to an external provider 	<ul style="list-style-type: none"> - Investigate feasibility and demand - soft market testing - facilitated by Development Officer - Investigate best practice models and associated costs - Identify feasibility and potential partner within year 1 with an aim to full implementation in year 2 	Encourages physical activity and healthy living.	Additional product offer enhancing the experience of end users	Income generation through concession or lease arrangement. Increased footfall will drive secondary income.	Added value for local residents and businesses through an additional product offer, promoting team working, risk management and healthy living.	Determining feasibility including costs are achievable within year 1.	Identify feasibility and potential partner within year 1 with an aim to full implementation in year 2. To be facilitated by the Chasewater Development Officer.
4.03	Cycle and scooter hire/segways	Opportunity to improve facilities and activities on site through the introduction of cycle, segway and scooter hire	<ul style="list-style-type: none"> - Attraction with intergeneration appeal - Income generation through hire agreements - Increased footfall driving secondary income - Encourages outdoor activities for the local community - Children and young people gain confidence outdoors and learn to manage risk - Encourages repeat visits - Sustainability is achievable through hire agreements 	<ul style="list-style-type: none"> - Potential need to attract external organisation to host the service through a concession arrangement - Security of equipment stored on site - Health and safety requirements - Setup and maintenance costs should SCC provide in house 	<ul style="list-style-type: none"> - Income generation through hire agreements - Would need to assess VFM depending on this is provided in house 	<ul style="list-style-type: none"> - Investigate feasibility through demand and cost analysis - led by Chasewater development officer. - Review best practice models - Potential to implement in year 1 if funding source is identified (if provided in house) 	Encourages physical activity and healthy living.	Additional product offer enhancing the experience of end users	Income generation through concession or lease arrangement, or direct if provided in house. Increased footfall will drive secondary income.	Added value for local residents and businesses through an additional product offer, risk management and healthy living.	Determining feasibility including costs are achievable within year 1.	Identify feasibility and potential partner within year 1 with an aim to full implementation in year 2. To be led by the Chasewater Development Officer.
4.04	Local and national sporting events i.e. triathlon, ironman, powerboating, wakeboarding, orienteering, open water swimming, paddleboarding	Development of the concept of Chasewater as a venue for local and national sporting and large scale events - e.g. triathlon, ironman, national power boat racing, wakeboarding, orienteering, open water swimming, open air concerts, music and firework events. Working with partner organisations, stakeholders and sponsors to attract large scale local events. Furthering links with other sports providers already on the site. Opportunity to develop whole site approach to large scale events.	<ul style="list-style-type: none"> - Promotes Chasewater as a destination within Staffordshire for national and international sports and other large scale events - Potential to attract large scale external investment - Offers opportunity to regenerate the area and attract sponsorship - Potential to increase employment within the area - Offers much needed activities and opportunities for young people in an area of relative deprivation - Increased visitor numbers - Potential income stream for SCC to offset running costs - Fits within appropriate use in Green Belt - Aligns with Lichfield District Council Local Plan - Encourages participation in sport - Fits with Health and Social Care agenda - active lives - Increased profile of Chasewater within the leisure and tourism industry - Potential secondary income for existing stakeholders 	<ul style="list-style-type: none"> - Potential overuse of the park, specifically designated areas - Management and administration efforts required - Attracting suitable investors / sponsors - Potential up front costs - Potential over use of the water body in particular given current arrangements - CRT control the water body which could be drained to fill the canal network (risk to external investment) - Constraints that may be applied by statutory bodies - e.g. Natural England and appropriate use. 	<ul style="list-style-type: none"> - Feasibility of individual events would need to be completed on a case by case basis including cost benefit analysis - Potential to share setup costs with external partners 	<ul style="list-style-type: none"> - Chasewater development officer to lead supported by Sportshire, SCC, Districts and partners - Feasibility to be established within year 1 - Phased programme of implementation is achievable 	Increased employment potential for the area. Supports residents and communities to lead active, healthy and independent lives	Additional product offer enhancing the experience of end users	Income generation opportunities which would offset against running costs	Encourages pride of place for Staffordshire residents and contributes towards health and social care outcomes	Feasibility could be established in year 1 with a view to implementation in year 2 onwards	Project Sponsor to seek and clarify position regarding Highfields Farm if the land is required to run specific events. Investigate opportunities on a case by case basis from year 1 onwards.

5.01	Rangers Hut redevelopment	Opportunity to develop the Rangers Hut wholly or partially as a business enterprise unit / community use workshop facility etc. Remedial work is required to bring the building up the standard for lease. Provides opportunity to support start up business or community group etc	<ul style="list-style-type: none"> - Potentially supports small businesses or Community Interest Companies (CIC's) - Maximises use of the building - Provides economies of scale through shared facilities and resources - Activity or business could benefit the community - Increased profile of Chasewater - Potential to enhance visitor experience dependent on end use - Assists with local regeneration through employment and skills - Potential to increase community involvement - e.g. local college offering, community projects - Encourages repeat visits on site - Provides platform for tackling isolation within local community dependent on end use - Reduces financial pressure to SCC through lease agreements - Potential to increase volunteering opportunities - Significant space and flexibility of use 	<ul style="list-style-type: none"> - Up front costs for remedial work (yet to be quantified) - Sustainability - Potential conflict with operational use - e.g. by Ranger service 	<ul style="list-style-type: none"> - Initial evaluations define market rental value of £7k p.a. in the current state of disrepair, increasing to c.£21k p.a. post renovation. - Potential for joint working opportunities to identify funding streams - e.g. social care, grant funding from NIACE, learning and skills - Full financial projects would determine long term viability once renovation costs are known. 	<ul style="list-style-type: none"> - Chasewater development officer to determine feasibility based on financial projections and demand - To be supported by SCC Estates, Rural Access Team and volunteers - Potential achievability within year 1 if demand and costs provide a viable solution 	Provides potential employment opportunities. Encourages people to live healthy and independent lives if aligned to health, learning and skills agenda etc.	Additional product offer enhancing the experience of end users, residents and businesses	Potential income generation and increased footfall on site driving secondary income	Opportunity to link across several agendas with the aim of achieving shared outcomes.	If demand can be established and costs are viable, this is achievable within year 1	Chasewater Development Officer to investigate demand and produce clear cost model within year 1. Dependent on outcome this should be delivered within year 1.
5.02	Investigate planning permissions for potential change of use from B1	There is currently limited use on the business enterprise units at Chasewater with the planning permission restricted to B1. There is an opportunity to seek to expand planning on units through engagement with LDC to widen the site attractiveness and provide a platform for further development and expansion.	<ul style="list-style-type: none"> - Supports small business enterprises - Maximises use of physical assets - Activity / Businesses will benefit the local community - Increased profile of Chasewater - Enhances the visitor offer - Assists with local regeneration and makes Chasewater more attractive to visitors - Encourages repeat visits 	<ul style="list-style-type: none"> - Approval needs to be sought from LDC which would involve time and cost - Conflict with local businesses if of a similar nature 	<ul style="list-style-type: none"> - Cost of applying for a change in planning permission use estimated to be c.£5k across all units. 	<ul style="list-style-type: none"> - Initial activity to focus on feasibility and demand, led by the Chasewater Development Officer - To be supported from DCL's, LDC and partners (e.g. chamber of commerce, business groups etc) - Feasibility and demand should be determined in year 1 with the view to achieving change in planning permission in the same period. 	Provides potential employment opportunities through increasing flexibility of use; encourages business start ups and entrepreneurialism	Capacity and capability for increasing the Chasewater offer which enhances the visitor experience	Potential income generation through lease agreements and increased footfall will contribute secondary income on site	Flexibility and scope for growth adds value directly to businesses, visitors and the local community	Feasibility and demand should be established in year 1 and dependent on outcome application should be sought in the same time frame	Chasewater Development Officer to determine demand and feasibility of change in planning use. Outcome dependent, a change in planning use application should be completed.
5.03	Explore Innovation Centre use excluding café/restaurant	Opportunity to review current use of the Innovation Centre and investigate future use to maximise value and outcomes	<ul style="list-style-type: none"> - Maximises value of the building, including the café which is managed by Entrust if joint opportunities are identified - May provide economies of scale through shared facilities and resources, dependent on end use - Increased profile of Chasewater - Enhances visitor experience - Assists with local regeneration - Potential to increase volunteering opportunities - Potential to increase community involvement - Increases value of the site, socially and financially - Encourages repeat visits - Income generation that offsets current running costs - Offers a wide scope for activity - Opportunity to lease / sell part / all of the building 	<ul style="list-style-type: none"> - Constraints, in the form of planning use and grant funding conditions - Conflict of uses if not appropriately structured and managed - Sustainability may be an issue - Managing and responding to stakeholder expectations 	<ul style="list-style-type: none"> - Income generation would reduce the financial pressure - Potential to widen income streams - e.g. partnership funded / sponsorship - Costs associated with any potential to re-pay grants due to a change in use within the 25 year agreement - Countryside Agency Grant of £200k and ERDF funding of £546k 	<ul style="list-style-type: none"> - Chasewater Development Officer to investigate feasibility through initial scoping - Rural Commissioner accountable - Support from SCC Property, Rural Access Team and Rural County - Feasibility and options appraisal achievable within year 1/2 - Recognises links with Strategic Property Partner 	Provides potential employment opportunities and maximises value which dependent on end use could contribute to improving healthy and independent lives	Additional and improved offer at Chasewater enhances user experience	Potential income generation achievable through lease arrangements or sale	Additional offer would be beneficial to local community, residents and businesses (dependent on end use)	Initial scoping and demand should be identified in year 1 to inform an options appraisal.	Chasewater Development Officer to facilitate and lead on a feasibility study and options appraisal for the future use of the Innovation Centre. To be undertaken within year 1.
7.03	Corporate Sponsorship	Creation of a corporate sponsorship programme, raising the profile of Chasewater realising benefits in kind and direct financial benefits	<ul style="list-style-type: none"> - Increased income generation reducing the financial pressure to SCC - Maximises the value of Chasewater as an asset - Increased profile and awareness of Chasewater and its role in the community 	<ul style="list-style-type: none"> - Suitability and attractiveness to prospective sponsors (sustainable offer) - Raising and managing expectations 	<ul style="list-style-type: none"> - Potential to reduce financial pressures to SCC through income generation 	<ul style="list-style-type: none"> - Led by the Chasewater Development Officer - To be supported by SCC Comms, DMP and Rural County - Joint responsibility with existing Chasewater stakeholders 	Promotes Chasewater as a community and corporate asset and maximises potential financially and non-financially, through awareness and promotion	Enhances end user experience through greater awareness of social responsibility and contribution to social outcomes	Expanded revenue streams providing income generation	Promotion of businesses and activities raising awareness (responsibility) to the local community, residents and businesses	Is not deemed as a priority task and is not achievable within the short term (years 1/2)	Not a priority activity but on going development route that should be explored from year 2 onwards.
8.02	Review and expand role of stakeholders on site	To review the role of existing stakeholders to explore opportunities to expand and develop their offering and to become more operationally responsible for the site and its future development	<ul style="list-style-type: none"> - Maximises the use of Chasewater - Provides economies of scale through shared resource - Potential to enhance the visitor offer - Potential to increase and diversify volunteer base - Increased community cohesion - Increases "pride of place" for Chasewater - Increases social value of site - Potential to reduce financial pressure to SCC and increase income across stakeholder groups - Shares risk 	<ul style="list-style-type: none"> - Restrictions in current lease arrangements for commercial gain - Conflict of uses (requirement for shared objectives) - Sustainability - Managing expectations 	<ul style="list-style-type: none"> - Potential to reduce financial burden to the County through income generation - Access to partnership funding or external funding 	<ul style="list-style-type: none"> - To be led by the Chasewater Development Officer - Phased approach in broadening the role of existing Stakeholders - Viewed as an ongoing development aligned to drivers that will emerge with time - Implementation likely to take place over years 1 -3 	Provides potential employment opportunities and encourages independence	Added value to the site would enhance the user experience and promote a joined up Chasewater	Potential to reduce financial pressures to SCC and existing stakeholders	Opportunities for local residents, visitors and businesses to grow and inform the offering at Chasewater	Engagement activity to commence in year 1 with a long term development over the first 3 years	Chasewater Development Officer to engage stakeholders and scope out potential.
8.03	Investigate Ranger Apprenticeship Scheme – e.g. Staffordshire Wildlife Trust model at Highgate Common	Investigate the possibility of introducing a Ranger apprenticeship scheme (e.g. similar to those operated by Staffordshire Wildlife Trust at High Gate Common)	<ul style="list-style-type: none"> - Maximises the use of the country park as a training and development facility for Countryside Management - Potential to provide skills training and increase employment potential - Increases productivity and in house capacity - Supports young people to gain work experience and employment - Cost effective for SCC 	<ul style="list-style-type: none"> - Availability of mentoring resource require to support the scheme - Retention of apprentices 	<ul style="list-style-type: none"> - Cost effectiveness to be determined - Government initiative provides financial support - Cost per apprentice of £6,300 p.a. on a full time basis - Delivery model would need to be explored to determine holistic costings 	<ul style="list-style-type: none"> - To be driven by the Rural Access Manager, supported by the Chasewater Development Officer and Rangers - Investigation of best practice models in year 1 - Implementation from year 2 onwards dependent on costs 	Provides employment opportunities and supports independent lives and increase in skills	Skilled ranger service and capacity would enhance visitor experience	Cost effectiveness of the service would need to be quantified however it would be beneficial in comparison to in house staff costs	Added value provided through increased capability and capacity of service	Concept should be explored in year 1 with a view to implementation from year 2 onwards	Rural Access Manager to explore best practice examples and feasibility in year 1
9.01	Capture customer insight and data including performance management and comparisons across country park portfolio	Improve customer insight to enable informed decisions of the management and future of country parks	<ul style="list-style-type: none"> - Increased awareness and insight into customer behaviour, needs and demands - Provides benchmarks to measure performance - Synergistic with the commissioning cycle and best practice - Informs the decision making process - Identifies and enables response to customer satisfaction - Assists with securing external funding - Determines trends and allows for robust planning 	<ul style="list-style-type: none"> - Availability of resources - Raising and managing expectations 	<ul style="list-style-type: none"> - Additional "soft" cost through resource effort - No additional funding identified within existing budgets although potential capacity through Ranger service, SCC customer insight team and volunteer base 	<ul style="list-style-type: none"> - Chasewater Development Officer to lead, supported by Rangers, Volunteers and Customer Insight Team - Implement within year 1 - An ongoing and evolving development 	Aligns to the commissioning cycle and is an enabler	Provides opportunities to enhance visitor experience and identify/respond to demand (enabler)	Increased footfall potential should insight be used properly and responses implemented - drives income generation	Visitors, residents and businesses feel engaged and valued	Key responsibility of Development Officer from day 1	Insight and data collection to be reviewed and requirements gathered to inform a robust approach to gaining insight. Chasewater Development Officer to instigate as a key priority within year 1.

10	Marketing of the Country Park	Creation and promotion of a brand, defining the product offer, raising profile, identifying target market(s), product channels, communication strategy, stakeholder engagement.....culminating in a holistic site marketing strategy and plan that is synergistic with corporate marketing and messages	<ul style="list-style-type: none"> - Increased footfall and community use of Chasewater - Increased income (direct and secondary) - Maximises value of this asset - Increased awareness and knowledge - Existing stakeholder support for the site and its promotion - Reinforces change of ownership from LDC to SCC - Ability to direct and control the use of the park 	<ul style="list-style-type: none"> - Effort vs impact - setting the right balance - Potential over-use of the park and increase in maintenance requirements (including conflicts) - Raising expectations of end users and stakeholders - Capacity to respond to increased visitor numbers and demand overall 	<ul style="list-style-type: none"> - Dependent on success measures of a marketing strategy and plan would indicate costs and resource required - e.g. cost-benefit - Costs could be shared across providers given a single Chasewater brand - No current budget aligned to marketing specifically 	<ul style="list-style-type: none"> - To be led by the Development post (accountable officer) - Support from SCC comms, DMP and Rural County - Joint responsibility with key stakeholder groups - Existing website and social media account for interim arrangements - Website launch is 1st April 2014 - Development of marketing strategy and plan should commence in year 1 at the outset, although should be aligned to all development opportunities 	Promotes Chasewater as a community and corporate facility, maximising value, financially and non-financially.	Ability to manage and control target audience through robust marketing strategy. Enhances end user experience recognising that the experience starts before actually visiting the Park.	Increased footfall will lead to income generation opportunities (direct and secondary), opportunities to drive sponsorship through corporate / social responsibility	Promotion of businesses and activities make people more aware of the product offer and social value that Chasewater offers	Development Officer has a key role in facilitation of key stakeholders to drive opportunity at pace.	Existing marketing mechanisms are to continue in the interim whilst a full marketing strategy and plan is produced. It is envisaged that the plan will determine future timescales as it is inclusive of current activity and ongoing development opportunities. Development Officer to drive activity as the accountable post.
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Pros and Cons of Strategic Options

Staffordshire County Council (SCC) has to fundamentally review everything it does and how it does it; it has to develop new and different ways of achieving outcomes with less resources. The Council is keen to retain what works well but challenge itself to develop new ways of working and delivering to respond to the challenges and opportunities ahead. Through this approach, nine strategic options have been initially identified for Chasewater Country Park:

1. SCC continues to implement improvements with the resources available to run Chasewater as a country park
2. SCC transfers the freehold by selling or gifting the Park, or agreeing to a long-term lease*. This option is not necessarily restricted to Chasewater Country Park and could include other SCC land holdings
3. A multi-agency public sector partnership which runs Chasewater as an outdoor public amenity
4. SCC commissions a private sector company to run Chasewater as an outdoor public amenity
5. SCC commissions a not-for-profit organisation to run Chasewater as a country park
6. SCC enters into a cross-sector partnership to run Chasewater as an outdoor public amenity, including a multi-sport outdoor centre
7. SCC enters into a partnership with an education establishment to run Chasewater as an outdoor public amenity and a centre for learning
8. SCC enters into a partnership with a not-for-profit organisation to run Chasewater as an outdoor public amenity and a community garden
9. SCC creates an independent, not-for-profit organisation focused on raising money from individuals and organisations to run and enhance Chasewater

Option 1.	SCC continues to implement improvements with the resources available to run Chasewater as a country park	
Description of Option		
SCC will implement the Development Plan and continue to run and enhance Chasewater as a country park, using existing resources, generating new incomes streams and securing external investment. The improvements will follow SCC's operating model and embrace best practice. This option will ensure that opportunities are taken to enhance Chasewater and threats to Chasewater's long-term future are minimised.		
Pro's (Benefits)	Con's (Risks)	
<ul style="list-style-type: none"> • Contributes to SCC's outcomes • Supports SCC's operating principles • A safe country park experience for users is maintained • Statutory, legal and compliance requirements will be met • Has a small impact in reducing the financial pressure on SCC • Continues the momentum gathered during the implementation of the Development Plan • Opportunities to enhance and widen facilities and experiences offered to 	<ul style="list-style-type: none"> • Unlikely to have a significant impact in reducing the financial pressure on SCC • Does not fully embrace SCC's operating principles • All risks and liabilities associated with the Park will be retained • Sustainability and resourcing of facilities / activities • Difficulty in managing and responding to expectations 	

<ul style="list-style-type: none"> local community and visitors Builds on the working relationships developed with stakeholders 	
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Option 2.	<p>SCC transfers the freehold by selling or gifting the Park, or agreeing to a long-term lease*. This option is not necessarily restricted to Chasewater Country Park and could include other SCC land holdings</p> <p><small>*Long-term lease of 90 or 120 years but could be as short as 40 years</small></p>
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Description of Option

Transferring the freehold of the Park by selling or gifting it to an external organisation would have an immediate impact. However, SCC is not the only organisation with a freehold on the Park; part of the north shore is owned by the Coal Industry Social Welfare Organisation (CISWO) and is on a long-term lease to SCC. CISWO would need to agree to sell their holding or agree to the transfer of the lease; The Canal and Rivers Trust also owns land integral to the Park as well as having rights over the water in the reservoir.

Chasewater has a negative land value with limited development potential, making it difficult to find a buyer. Finding an organisation, possibly in the voluntary sector who shares similar aspirations to SCC and who wishes to continue to run Chasewater as a country park may be easier; although a dowry may be required and the organisation may not want to take on all the risks and liabilities associated with the Park. In 2011, Highgate Common was gifted to Staffordshire Wildlife Trust from SCC. SCC made a one-off payment to the Trust of £270,000, equivalent to 5 years running costs. In the case of Chasewater, a one-off payment may exceed £1m.

A variation on this option is to explore the possibility of working with a range of other landowners, such as the Forestry Commission and district councils, to create an independent charitable trust. The trust will provide long-term sustainable management of open public spaces across the county and not restricted to SCC's land holdings. This type of model could be funded through an endowment, which is a sum of money given to an organisation alongside the ownership of the land. The endowment is added to its investment portfolio and the interest earned on this investment covers the maintenance of the sites in perpetuity. A similar example is www.landrestorationtrust.org.uk/

Pro's (Benefits)	Con's (Risks)
<ul style="list-style-type: none"> The financial burden on SCC ceases (although a dowry may be required) A new organisation may have resources to invest into the Park or able to access new sources of funding All statutory, legal and compliance requirements will transfer Opportunities to enhance and widen facilities and experiences offered to local community and visitors The methodology for calculating endowments has been sanctioned by government 	<ul style="list-style-type: none"> Momentum gathered and the improvements made during the implementation of the Development Plan may be lost A one-off dowry payment or endowment may be required Sustainability of facilities / activities Difficulty in identifying a suitable organisation to take on the Park Potential loss or reduction in an outdoor public amenity Opposition from the local community, stakeholders and tenants Managing and responding to expectations

	<ul style="list-style-type: none"> • Reputational implications if the Park is not maintained to SCC's standards or fails to contribute to SCC's outcomes • Unclear if it adds value to residents, businesses and visitors • May be difficult to find anyone willing to take on the liabilities attached to the dam
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Option 3.	A multi-agency public sector partnership which runs Chasewater as an outdoor public amenity
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Description of Option

In recognition of the wide-range of social, cultural and environmental benefits green spaces provide, SCC will formalise a public sector partnership with all government departments and public agencies benefiting directly or indirect from Chasewater Country Park, ensuring that they contribute towards its operating costs. Examples of where public agencies contribute towards the costs of green spaces include:

- Police - <http://www.wiltshire.police.uk/index.php/diversity-a-community-affairs-splash>
- Health - Healthy Hillingdon
- Prisons - <http://www.emeraldnecklace.org/>.

Other public sector agencies that could benefit or use green spaces and therefore contribute towards the Park's operating costs include the Fire and Rescue Service, Probation Trust, universities and colleges. The wider benefits that green spaces contribute to Staffordshire's economic prosperity and health agenda should also be highlighted to the Local Enterprise Partnership and the Health and Well-being Board respectively. Each of these has funds available to support initiatives that contribute towards their aims.

Pro's (Benefits)	Con's (Risks)
<ul style="list-style-type: none"> • Contributes to SCC's priority outcomes • Supports SCC's operating principles • Provides added value to residents and visitors • Continues the momentum gathered and the improvements made during the implementation of the Development Plan • A safe country park experience for users is maintained • Spreads the financial pressure across public sector agencies • Spreads the benefits across public sector agencies • Spreads the risks and liabilities across public sector agencies • Statutory, legal and compliance requirements will continue to be met 	<ul style="list-style-type: none"> • Unlikely to have a significant impact in reducing the financial pressure on SCC • Difficulty in making a convincing case to potential partners • Tracking the costs and benefits across public sector agencies would be complex • Managing and responding to partner expectations might prove difficult • Demanding performance management regime may be created

Option 4.	SCC enters a partnership with a private sector company to run Chasewater as an outdoor public amenity
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Description of Option	
<p>SCC will enter a partnership with one or more private sector companies whose involvement could range from minimal to hands-on. In the case of the former, a company may see their involvement as them fulfilling their corporate social responsibility, providing some financial support, volunteers and business acumen. In the case of the later, a company may wish to enter a formal partnership with SCC, getting a return on their involvement. Companies that run courses, holidays, commercial events, team building activities or 'try before you buy' services may be particularly interested in this level of involvement. Entrust (www.entrust-ed.co.uk) - a joint venture between SCC and Capita - is an obvious partner as it already operates the outdoor education centre and café on the Park, and has the maintenance contract on the buildings. Other commercial examples include www.opendooradventure.co.uk and www.cinnamon-active.com.</p>	
Pro's (Benefits)	Con's (Risks)
<ul style="list-style-type: none"> • Contributes to SCC's priority outcomes • Supports SCC's operating principles • Private investment could enhance the Park's facilities • Private sector acumen • Located in an area of deprivation and poor health • Reduces the on-going financial pressure on SCC • Provides added value to residents, businesses and visitors • Could enhance the country park experience for users 	<ul style="list-style-type: none"> • Difficulty in securing a suitable partner(s) • Need to work within the Park's environmental and land-use constraints • Cost of developing the site and facilities • Careful management in order to satisfy all statutory, legal and compliance requirements • Sustainability of facilities / activities • Conflicts with existing users • Opposition from the local community, stakeholders and tenants • Managing and responding to expectations • Potential loss or reduction in an outdoor public amenity • SCC does not control water levels in the Reservoir

Option 5.	SCC commissions a not-for-profit organisation to run Chasewater as a country park
Description of Option	
<p>SCC enters into a partnership with one or more not-for-profit organisations that manage and maintain the Park, contributing time and labour, encouraging community development and local ownership.</p> <p>Chasewater is already a valued local asset and many stakeholders care passionately about its future, including Burntwood Town Council and its current tenants. By harnessing this passion, SCC could work with interested parties to set up a not-for-profit organisation. Alternatively, SCC could approach an existing not-for-profit organisation. Examples of not-for-profit organisations, which successfully run parks on behalf of local authorities include:</p> <ul style="list-style-type: none"> • Wigan Leisure (http://www.wlct.org/), a social enterprise and charitable trust, aims to provide leisure and culture, creating opportunities for people to change their lives, investing in facilities and adding value for public benefit. Wigan Leisure currently manages 19 parks. • Greenwich Leisure Ltd (http://www.gll.org/) is a not-for-profit organisation which 	

runs over 115 sport and leisure facilities and libraries on behalf of local authorities. It claims to have halved the costs of leisure services to councils while increasing the quality and availability of local facilities.

- In May 2002, Surrey County Council entered a partnership with Surrey Wildlife Trust (<http://www.surreywildlifetrust.org/>) for the management of its countryside estate. On the 10th anniversary of the agreement, a report showed that there was a 23.9% saving on the original Surrey County Council contribution and a 19% growth in estate income.
- Rockingham Forest Trust is a social enterprise that runs Stanwick Lakes (<http://www.stanwicklakes.org.uk/>) on behalf of East Northamptonshire Council on a 125 year lease.

It is a long-term aspiration of Amey - the preferred bidder in SCC's new infrastructure contract - that Staffordshire Wildlife Trust manages and maintains some of SCC's countryside estate. Amey is also a member of the community interest company that runs Colne Valley Regional Park in Buckinghamshire (<http://www.colnevalleypark.org.uk/>)

Pro's (Benefits)	Con's (Risks)
<ul style="list-style-type: none"> • Ability to apply for new sources of funding so will reduce the on-going financial pressure on SCC • Contributes to SCC's priority outcomes • Embraces SCC's operating principles • Provides added value to residents, businesses and visitors • Empowers individuals and communities - localism • Risks and liabilities could be transferred • Complies with the Park's Green Belt designation • Builds mutual support and social capital • Located in an area of deprivation and poor health • Provides benefits to other public services • Ability to maintain and enhance a safe and enjoyable experience for users 	<ul style="list-style-type: none"> • Identifying a suitable partner or creating a new organisation may be a difficult and lengthy process • Risks and liabilities would, especially in the short-term, remain with SCC • Public scepticism to new approach • Managing and responding to expectations • Demanding performance management regime may be created • Sustainability and resourcing of facilities / activities • Limited ability to reduce the on-going financial pressure on SCC • Need to work within the Park's environmental and land-use constraints • Careful management in order to satisfy all statutory, legal and compliance requirements • Conflicts with existing users • Opposition from the local community, stakeholders and tenants • Measuring and quantifying the benefits would be complex • Potential land contamination issues related to mining activities

Option 6.	SCC enters into a cross-sector partnership to run Chasewater as an outdoor public amenity, including a multi-sport outdoor centre
Description of Option	
Linked to Sportshire, Chasewater will become one of the country's best sports facilities and competition venues for water-skiing, sailing, windsurfing, wakeboarding, triathlon and BMX. It will offer facilities suitable for international competition while	

preserving essential green space for the local community. The overall aim will be to increase access to outdoor sports for all, irrespective of age, gender, ability, income, ethnicity, etc. Outreach programmes will provide equipment and training for the public and the reservoir will become a Centre of Water-Sports Excellence.

SCC would ideally do this in partnership with both private and voluntary sector organisations, including Sports Across Staffordshire and Stoke-on-Trent, Sports England, Entrust and individual sports' governing bodies.

SCC has already been approached by Lichfield Cycling Club who would like to create a multi-discipline Cycling Hub and Chasewater is one of their suggested locations. The Hub will include a 3km closed road circuit, pump track, BMX track and a mountain biking facility. A similar initiative is Cyclo Park in Kent (www.cyclopark.com), which is managed by a charity on behalf of Kent County Council.

Creggan Country Park (www.creggancountrypark.com) in Northern Ireland is an example where a social enterprise runs a watersports, outdoor pursuits and angling centre.

Pro's (Benefits)	Con's (Risks)
<ul style="list-style-type: none"> • Widen Chasewater's social amenity value to an increased target audience • Benefits to other public services • Contributes to SCC's priority outcomes • Supports SCC's operating principles • Private investment could enhance the Park's facilities • Located in an area of deprivation and poor health • Reduces the on-going financial pressure on SCC • Provides added value to residents, businesses and visitors • Could enhance the country park experience for users 	<ul style="list-style-type: none"> • Cost of developing the site and facilities • Need to work within the Park's environmental and land-use constraints • Conflicts with current existing users • Opposition from local community, stakeholders and tenants • May comprise a safe and enjoyable country park experience for users • Careful management is needed in order to satisfy all statutory, legal and compliance requirements • Need to work within the Park's environmental and land-use constraints • Sustainability of facilities / activities • SCC does not control water levels in the Reservoir • Potential competition with Twin Rivers

Option 7.	SCC enters into a partnership with an education provider to run Chasewater as an outdoor public amenity and a centre for learning
Description of Option	
<p>Chasewater becomes an outreach centre for one or more higher/further education providers. The centre will run accredited courses and research projects, and potentially become a Centre of Vocational Excellence in Outdoor Learning. It will offer practical courses to students as well as a range of adult and community education courses and volunteering opportunities. Many of these activities will involve improving the Park's facilities and meeting the statutory and legal requirements associated with the Park. Outdoor classrooms, and regular school and group visits will ensure the Park is thriving.</p>	
<p>There are number of local providers that might be interested in this option, including:</p>	

- South Staffordshire College's Rodbaston campus specialises in further and higher education courses in land-based activities such as fisheries, aquaculture and animal care. Its Rural Enterprise Academy is the first dedicated land-based free school in England, offering 14 to 16 year olds qualifications in English, Maths and Science, as well as learning in rural enterprise, environmental sustainability and land-based subjects.
- Stafford College already offers a BTEC in Countryside Management and has links with SCC's Countryside Volunteer Programme.
- Harper Adams University is a leading specialist in agriculture and land-based studies. It runs undergraduate and postgraduate courses in Countryside Management, Countryside and Environmental Management, Wildlife Conservation and Natural Resources Management.
- Birmingham University was involved in Chasewater Green Park Project and regularly has students undertaking research on Cannock Chase's protected landscapes. Its Faculty of Technology, Engineering and Environment plays a national role in urban-rural interrelationships, ecosystem services and environmental planning.

Pro's (Benefits)	Con's (Risks)
<ul style="list-style-type: none"> • Country's first Centre of Excellence in Outdoor Education • Contributes to SCC's priority outcomes • Located in an area of low education attainment and skills levels and high unemployment • Supports SCC's operating principles • Provides added value to residents, businesses and visitors • Complies with the Park's Green Belt designation • Education establishments might have more opportunities to apply for new sources of funding, reducing the on-going financial pressure on SCC • Spreads the risks and liabilities across agencies 	<ul style="list-style-type: none"> • Difficulty in securing a suitable partner(s) • Careful management in order to satisfy all statutory, legal and compliance requirements • Sustainability and resourcing of facilities / activities • Managing and responding to expectations • Conflicts with existing users • Opposition from the local community, stakeholders and tenants • Potential loss or reduction in an outdoor public amenity

Option 8.	SCC enters into a partnership with a not-for-profit organisation to run Chasewater as an outdoor public amenity and a community garden
Description of Option	
<p>By learning from best practice, Chasewater will support a variety of community growing models including a community farm, gardens, orchards, allotments, community supported agriculture and community-managed market gardens. It will meet a wide range of food-related community and small-business needs in a direct and practical way, as well helping individuals to learn about and live healthier lives, boosting physical fitness and increasing confidence levels.</p>	
<p>SCC would ideally do this in partnership with voluntary sector organisations that seek to promote environmental conservation, healthy living and community empowerment. Examples of community garden schemes are numerous and include:</p>	

<ul style="list-style-type: none"> • http://www.riversidemarket.org.uk/ • http://www.incredible-edible-todmorden.co.uk/ • http://cultivatingcommunitynv.org/ <p>An excellent local example is Urbivore (www.urbivore.org.uk/) in Stoke-on-Trent. The City Council has granted Urbivore a 25-year lease on an old golf course at a peppercorn rent. Urbivore say it will generate £1 million for the local economy.</p>	
Pro's (Benefits)	Con's (Risks)
<ul style="list-style-type: none"> • Contributes to SCC's priority outcomes • Located in an area of deprivation and poor health • Complies with the Park's Green Belt designation • Supports SCC's operating principles • Provides added value to residents, businesses and visitors • Ability to apply for new sources of funding, reducing the on-going financial pressure on SCC • Empowers individuals and communities – localism • Builds mutual support and social capital • Benefits to other public services • Ability to maintain and enhance a safe and enjoyable experience for users 	<ul style="list-style-type: none"> • Cost of developing the site and facilities • Sustainability and resourcing of facilities / activities • Limited ability to reduce the on-going financial pressure on SCC • Need to work within the Park's environmental and land-use constraints • Careful management in order to satisfy all statutory, legal and compliance requirements • Managing and responding to expectations • Conflicts with existing users • Opposition from the local community, stakeholders and tenants • Measuring and quantifying the benefits would be complex • Potential land contamination issues related to mining activities

Option 9.	SCC creates an independent, not-for-profit organisation focused on raising money from individuals and organisations to run and enhance Chasewater
Description of Option	
<p>Creation of a not-for-profit organisation focused on raising money from individuals and organisations to run and enhance Chasewater and its facilities. Park advocacy organisations, foundations and conservancies play a major role in funding many city parks in the USA. Examples include:</p> <ul style="list-style-type: none"> • http://www.centralparknyc.org/ • http://www.brooklynbridgepark.org/ • http://seattleparksfoundation.org/ • http://www.snomishparksfoundation.com/home.html • http://www.pittsburghparks.org/ • http://www.emeraldnecklace.org/ <p>A number of these organisations have matured and taken over some of the day-to-day maintenance of parks, including the cleaning of facilities, repairs and capital improvements.</p>	
Pro's (Benefits)	Con's (Risks)
<ul style="list-style-type: none"> • Reduces the on-going financial pressure on SCC • Contributes to SCC's priority outcomes 	<ul style="list-style-type: none"> • Risks and liabilities would, at least in the short term, remain with SCC • Failure to raise substantial and perpetual donations

<ul style="list-style-type: none"> • Embraces SCC’s operating principles • Provides added value to residents, businesses and visitors • Ability to raise substantial funds for investment • Risks and liabilities could be transferred • Builds mutual support and social capital • Empowers individuals and communities – localism • Could enhance the country park experience for users 	<ul style="list-style-type: none"> • Tendency to focus on advocacy, planning and one-off projects • Public scepticism to new approach • Managing and responding to expectations • Uncertainty about ability to satisfy all statutory, legal and compliance requirements
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Chasewater Development: Strategic Options Appraisal

Purpose

A key deliverable of the Chasewater development project was to define an initial long list of strategic options and the methodology that should be used to evaluate them so that the business area could subsequently take forward this work in a structured way aligned to best practice. The purpose therefore of this document is to define the approach to undertaking the strategic options appraisal including initial planning activity that will form next steps.

Project Objectives

The overarching aim of the project is to determine the future strategic direction of Chasewater Country Park and the benefits that it will provide. This will cover financial and non-financial benefits ultimately working towards a sustainable model of delivery that can be a pilot for the rest of the Country Park portfolio.

Project Outcomes

- A sustainable model for the delivery of Country Park services at Chasewater and within the wider portfolio
- Clear line of sight from preferred option to benefits that will support the sustainability of Chasewater
- A full and shared understanding of the investments and timescales to realise the benefits
- Decisions are based on evidence, transparency and are consistent

Project Scope and Exclusions

The purpose of the strategic options appraisal is to explore all reasonable alternatives to the delivery of Chasewater and by default inform all Country Parks, and therefore would suggest that the scope is relatively broad. This will focus on being visionary and strategic but will account for operational implications.

Scope of the options appraisal will be managed through stakeholder engagement; however an initial view would suggest the following:

In Scope	Out of Scope
<ul style="list-style-type: none">• Objectives of the options appraisal• Criteria and weighting to evaluate options• Current activity at Chasewater including constraints (“As Is”)	<ul style="list-style-type: none">• Detailed target operating model including process maps and standard operating procedures

- | | |
|---|--|
| <ul style="list-style-type: none">• Demand analysis• Business case for preferred option(s)• High level implementation plan• Consultation (if required) | |
|---|--|

Stakeholders

Initial activity should focus on stakeholder identification and analysis to determine the key stakeholder groups that will affect or are affected by the strategic options appraisal and outcome. It is recommended that a RACI (Responsible, accountable, consult, inform) tool be used to align stakeholders to the options appraisal process, so that there is a clear and shared understanding of roles and responsibilities throughout each step of the appraisal.

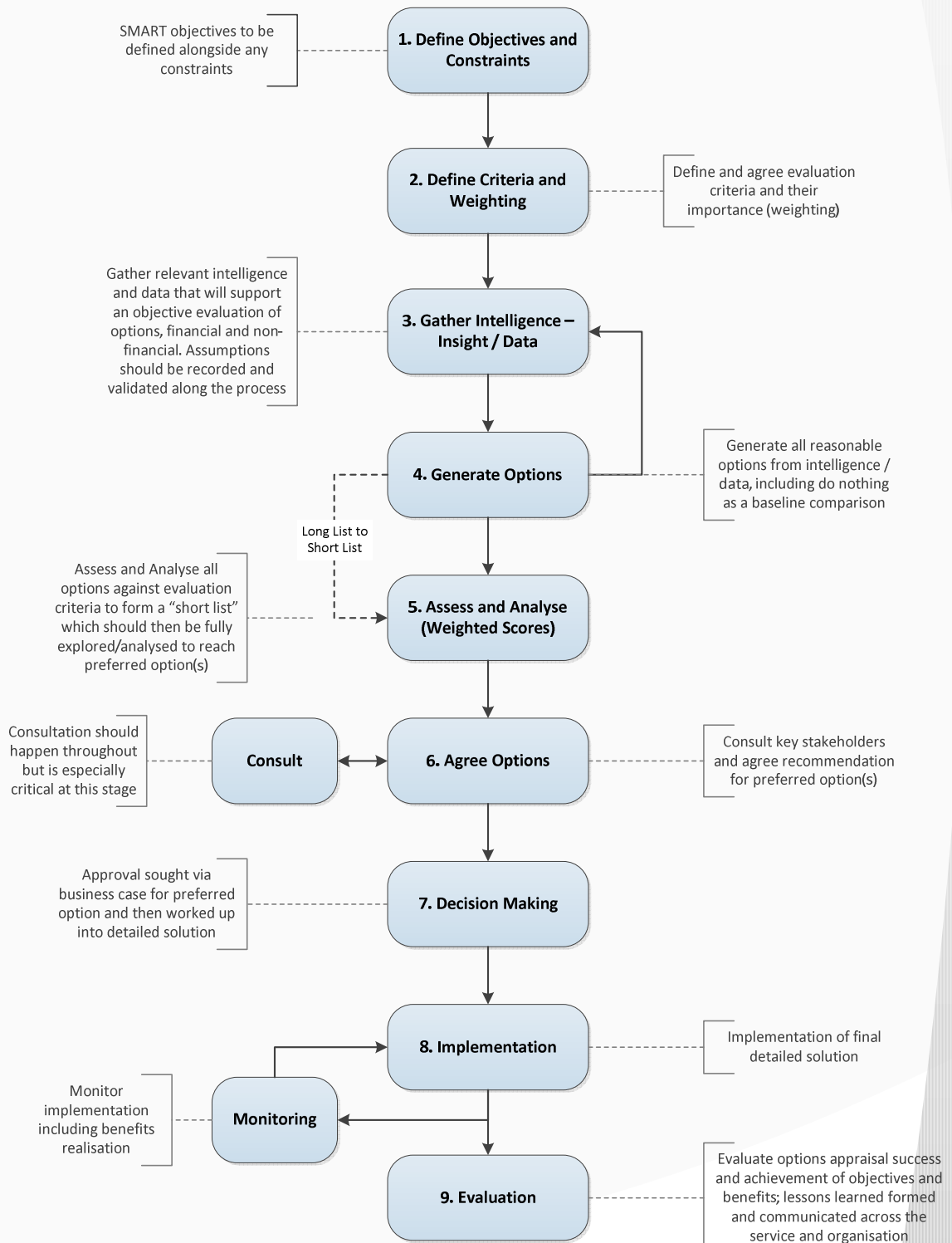
Project Approach

The suggested approach has been based on the Government “Green Book (2011)” as a standard method to delivering an options appraisal. The principles behind the options appraisal are:

- Being clear about the objectives
- Considering all the (reasonable) different ways that the objectives could be achieved – options
- Assessing the costs and benefits of all options
- Identifying the pros and cons of each option, quantifying and valuing them if possible
- Considering risks and sensitivities
- Considering the most appropriate and best value use of resources, not solely focusing on cost alone

The following outlines the process of completing the options appraisal:

Chasewater Development – Strategic Options Appraisal Process



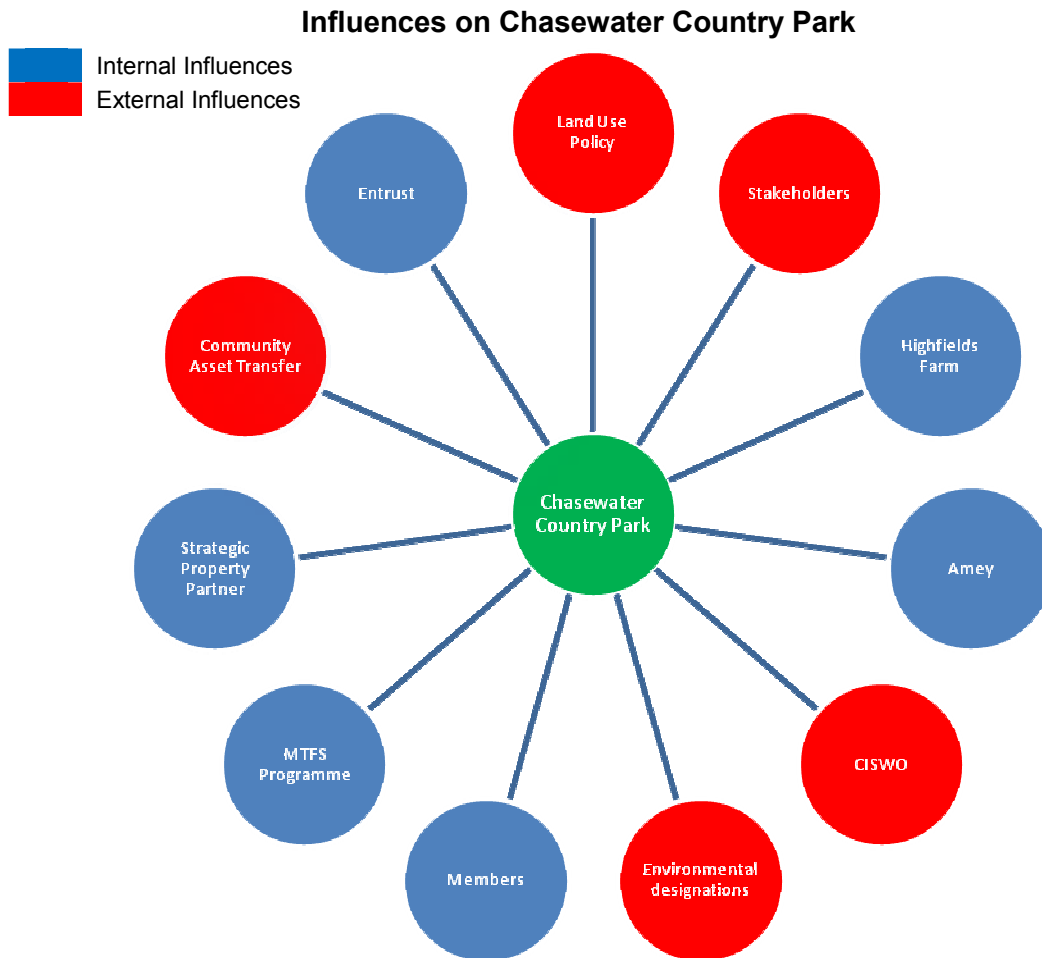
Next Steps

The following initial planning steps are recommended prior to commencing the strategic options process:

- Identify immediate key stakeholders to form a key working group and undertake planning exercise:
 - Stakeholder identification and analysis including interest/influence matrix to analyse key stakeholder groups and inform the communications plan
 - Apply RACI (responsible, accountable, consult, interest) to stakeholder list across each step of the options appraisal process; this will align stakeholders and create clear roles and responsibilities across the project lifecycle.
 - Communications plan aligned to project deliverables and strategic options appraisal process
 - Engage key stakeholder groups to undertake planning exercise to determine key products (aligned to objectives), scope, resource and timescales (plan)
 - Define and setup governance structure
 - Initiate key project controls – risks and issues management, change control, escalation processes.

Diagram of Influences

The strategic options are not independent of one another but could be combined into a mixed delivery model. The options are also not immune from internal and external influences that will impact on how Chasewater is run now and in the future. The diagram below identifies some of these influences, which can be both opportunities and constraints; where appropriate and feasible SCC will shape and influence these factors through managing expectations, partnership working, etc., in order to achieve the right outcome.



Local Members' Interest

**Prosperous Staffordshire Select Committee
24th April 2014**

Progress Report: Superfast Broadband

Recommendation

1. This progress report is for information purposes only.

Cllr Mark Winnington, Cabinet Member for Economy and Infrastructure

Report

Background

2. Cabinet approved £7.44m capital expenditure (21st March 2013) as match funding to the £7.44m contribution from Broadband Delivery UK, to extend the superfast broadband network across Staffordshire.
3. Broadband Delivery UK (BDUK) is part of the Department of Culture, Media and Sport (DCMS) and has been set up to facilitate the delivery of superfast broadband services to areas that are not considered commercially viable by existing service providers (e.g. BT & Virgin).
4. Having undertaken a framework procurement exercise, BT was awarded the contract, which was duly signed on the 23rd May 2013. The value of the contract is £27.35m.
5. By mid-2016 97% of the premises in Staffordshire will be connected to the superfast fibre network. Approximately 472,000 (95%) premises will be able to receive speeds in excess of 24 Megabits per second. All premises in Staffordshire will be able to receive a minimum of 2 Mbps as part of the Universal Service Commitment.
6. Since the contract was signed a joint County Council, BT and BDUK project team have been formed, along with the governance structures required to deliver the project in line with BDUK requirements.
7. The project will be delivered in a series of 8 phases over the two year fibre deployment period, starting in 2014 and due for completion in 2016.

8. Over 500 individual structures will be upgraded during this period, deploying over 1 million meters (approx. 621 miles) of fibre in the process. Approximately 90,000 premises in the intervention area will be connected to the fibre network.
9. Communities will start to benefit from May 2014 and will be able to order superfast broadband services. These will include Rugeley, Colton, Ash Bank, Clifton Campville, Marchington, Yarnfield, Yoxall, Kings Bromley, Burntwood, Heath Hayes and Penkridge. It is anticipated that additional communities will be announced on a quarterly basis as the project progresses.
10. In November a key stakeholder event was held at St George's Park, near Burton to launch the Superfast Staffordshire brand and dedicated website that had been developed www.superfaststaffordshire.co.uk to support and promote the project. Keynote speakers included Philip Atkins, Mark Winnington, Nick Bell from the county and Bill Murphy (MD BT Next Generation Access).
11. Additional to the key stakeholder event there was a further event in the afternoon which was attended by county councillors, district & parish councillors and broadband champions. Again there was an introduction to the project, demonstrations of fibre deployment equipment and an opportunity for the delegates to ask questions of project officers and BT personnel.
12. To aid delivery of this project each of the districts and the City of Stoke have been briefed by the project manager. In addition the highways and planning teams from around the county were invited to workshops. The purpose of which was to form a virtual team in each district that would act as champions and a single point of contact, so that the fibre deployment could be undertaken efficiently. To date this approach appears to be paying dividends, allowing cabinets to be sited even in conservation areas, through the joint working approach.
13. To ensure that Staffordshire realises the full benefit of this major infrastructure upgrade and the County's investment, it will be important that Staffordshire residents and businesses make full use of the superfast broadband services. To this end, members of the Superfast Staffordshire project team will lead the promotional and awareness raising activities, to ensure communities and business alike are alerted to the provision and benefits of the service. This will involve working with stakeholders, parish councils and locally recruited broadband champions to work with communities to ensure these services are fully utilised.
14. To ensure SME businesses fully realise the benefits of superfast broadband the Optimising Business Broadband project has been launched. The project delivers awareness raising events and direct assistance to individual SME's companies. This is delivered by the Superfast Staffordshire project team in partnership with Shropshire County Council and is part funded by the European Regional Development Fund (ERDF).
15. BDUK have recently undertaken a project assurance review on the Superfast Staffordshire project and made the following comments:

“The BDUK Broadband Assurance Board reviewed Superfast Staffordshire on 3 April 2014 and agreed that there was a high level of confidence that the

required level of contract management is in place, concrete evidence of sustained assurance activity, and excellent levels of knowledge and compliance with contractual mechanisms.

The Assurance Board expressed the exemplar nature of the Staffordshire project in all aspects, including team, assurance work and demand stimulation / community engagement.”

16. Recently the coalition government have announced a further £250m additional funding to start to address the premises that will not get 24Mbps and above. Staffordshire is set to have 95% access to 24Mbps and above by 2016, and has been allocated £1.68m by BDUK to start to address the final 5%. Superfast Staffordshire will need to secure £1.68m match funding to draw down the BDUK allocation. Digital Connectivity has been included in the LEP Strategic Economic Plan and financial support will be sought through the Local Growth and / or ERDF funding streams.
17. Superfast Broadband will impact positively on many aspects of Staffordshire life and public service delivery, hence Staffordshire County Council’s recognition of its strategic importance. It is anticipated that the provision of superfast broadband will strengthen the local economy by helping attract further inward investment, improving productivity & competitiveness and providing access to new markets. In addition, citizens will benefit from an improvement in services and access to: payments on-line, internet banking, shopping, e-government, e-learning, video calling, digital medical care, on-demand television and much more.

Link to Strategic Plan

The Superfast Staffordshire project is an enabling project which will lead to a better connected Staffordshire. This in turn will contribute to at least two, if not all three of the priority outcomes:

The people of Staffordshire will:

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

Link to Other Overview and Scrutiny Activity – there is no additional activity.

Community Impact – see Appendix 1

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List of Background papers

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Appendix 1

Community Impact Assessment for Superfast Broadband for Staffordshire

	Impact Assessment	
	+ve/neutral/ -ve	Further information [Degree of impact and signpost to where implications reflected within the report/main Assessment]
Assessment next to Outcomes and impact areas		
Prosperity, knowledge, skills, aspirations	Positive	The provision of an improved broadband service to all residents and businesses within Staffordshire and Stoke on Trent will improve these outcomes by providing access to information, new ways of providing education, new ways of providing health and social care, investment by SMEs, encourage people to live and work within the county.
Living safely	Positive	
Supporting vulnerable people	Positive	
Supporting healthier living	Positive	
Highways and transport networks	Positive	
Learning, education and culture	Positive	
Children and young people	Positive	
Citizens & decision making/improved community involvement	Positive	
Physical environment including climate change	Positive	Potential reduction in business mileage. Possible reduction in energy consumption in corporate premises.
Maximisation of use of community property portfolio	Neutral	
Equalities impact		
Age	Positive	Increased opportunities for people of all ages to communicate, participate in educational and social activities, and access services. New and innovative ways of delivering health services could be made available
Disability	Positive	The provision of the service will allow people with disabilities other options to access services.
Ethnicity	Positive	Ability to interact remotely with communities of interest for support and reduced isolation.
Gender	Positive	
Religion/Belief	Positive	
Sexuality	Positive	

	Impact/implications
<p>Resource and Value for money In consultation with finance representative</p>	<p>The cost to the County Council of prudential borrowing, and maintaining debt charges over 20 years for the sum of £7.44m is £11.64m. The debt charges will be £621k per annum. The capital costs will phase in as the infrastructure works are implemented. The works will commence early in calendar year 2013. Until the project has entered procurement, any breakdown of costs is speculative. It is possible that a supplier may require investment within financial year 2012-13, however, the local broadband project team is negotiating with BDUK for Government funds to be provided at the start of the project (front-loaded). It is estimated that debt charges of £75k will be incurred in financial year 2013-14, rising to £383k in 2014-15, and to £621k from 2015-16 until 2032-33.</p> <p>The project will operate a competitive procurement process, inviting responses from suppliers within a national procurement framework. The majority of unit costs necessary for the rollout of broadband improvements are regulated by Ofcom. The procurement process will therefore ensure best value for money.</p> <p>The supplier will own the broadband infrastructure assets, and will be responsible for on-going maintenance and additional investment in broadband infrastructure. There will be no on-going revenue commitments for Staffordshire County Council.</p> <p>Public funds may only be invested in broadband infrastructure within defined areas of market failure, under State Aid rules. The contract with the selected supplier will include a clawback clause such that if the supplier achieves significantly higher revenues than anticipated, funds will be returned to the local investor(s).</p>
<p>Risks identified and mitigation offered From corporate risk register categorisation</p>	<p>The key risk to the implementation of the project is the changing priorities and scope that may be mandated by BDUK. The risk can be mitigated by working closely with BDUK and gaining as much advance notice of possible changes.</p> <p>The key risk to the outcomes of the project focuses on the funding available. The funding is being provided on a gap funding basis, and assumptions are being made of the level of demand and capital cost of the project. This risk can be mitigated by actively working to generate demand and adjusting the scope and priorities of the project based on the funding available.</p>
<p>Legal imperative to change In consultation with legal representative</p>	<p>BDUK has developed an Umbrella State Aid agreement and a procurement framework for the procurement of the services. Using these tools will reduce the risk of any State Aid or procurement challenge.</p> <p>While there is no statutory obligation on Tier 1 Local Authorities to deliver a local broadband project in their areas, delivery is a politically imperative. The Department of Culture, Media and Sport has reserved the right to take control of projects which it does not believe will achieve successful delivery, and any such Tier 1 Local Authorities would not only lose the ability to influence delivery, but would see broadband improvements delayed.</p>



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

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
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
<p>LEP and European Funding Strategies</p> <p>Cabinet Member: Mark Winnington Lead officer: Darryl Evers</p>	20 November 2013	Scrutiny of these two strategies that effect future Council funding	<p>their 18 November meeting.</p> <p>The Select Committee gave their views on these two key strategies being developed through the Stoke-on-Trent and Staffordshire LEP</p>
<p>Education Trust</p> <p>Cabinet Member: Ben Adams Lead officer: Tony Baines</p>	19 December	<p>Considering looking at their terms of reference, intentions, membership and governance.</p> <p>Members had also requested details on how well schools are delivering careers advice and guidance</p>	<p>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.</p>
<p>Achieving Excellence: Libraries in a Connected Staffordshire</p> <p>Cabinet Member: Mike Lawrence Lead officer: Janene Cox/Catherine Mann</p>	19 December 2013 (Committee agenda item)	Members to be consulted on the vision prior to Cabinet consideration.	<p>The Select Committee accepted the proposals to adapt and reposition Staffordshire's library offer and wish to scrutinise this further as the proposals progress.</p>
<p>Analysis of the YPLA (Education Funding Agency) figures on post-16 take up and the effect of the end of the Education Maintenance Allowance</p> <p>Cabinet Member: Ben Adams Lead officer: Anthony Baines</p>	19 December 2013 (Committee agenda item)	<p>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.</p>	<p>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.</p>

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>19 December 2013 (Verbal update) (an extra meeting will be arranged to consider the contract prior to Cabinet decision in February)</p>	<p>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></p>	<p>The update was welcomed and Members look forward to consideration of the proposed bidder's submission in February.</p>
<p>Pupil Attainment in Staffordshire (early years, 0-18 years and post 18 years)</p> <p>Cabinet Member: Ben Adams Lead officer: Anne Newton</p>	<p>24 January 2014</p>	<p>To consider a briefing on the attainment outcomes for 2012/13 and review the work undertaken to address any issues and sustain improvement</p> <p>To include progress of schools in an Ofsted category to improve</p>	<p>The Select Committee considered the achievement of Staffordshire pupils and an analysis of the data. In particular they supported the use of district level data in driving school improvement.</p>
<p>Flood Risk Management – Progress Update</p> <p>Cabinet Member Mark Winnington Lead officer: Ian Benson</p>	<p>24 January 2014</p>	<p>Update on progress of Staffordshire's flood risk management.</p>	<p>Progress on the development of the new responsibilities for the Council as the Lead Local Flood Authority in respect of the Flood and Water Management Act 2010 were given consideration. Members remain concerned at the low levels of funding for this area and will raise their concerns with the Cabinet Member and Defra.</p>
<p>Entrust</p> <p>Cabinet Member: Ben Adams Lead officer: Ian H Benson</p>	<p>24 January 2014</p>	<p>Monitoring progress of contract with Entrust to ensure that it is delivering intended outcomes</p>	<p>The presentation on Entrust, outlined the relationship between the County Council and Entrust and progress to</p>

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			date. The Select Committee intend to monitor progress of Entrust in September when a robust set of data should be available.
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.	The Select Committee endorsed the report and recommendation for submission to the cabinet Member, Learning and Skills.
Infrastructure+ (formerly known as the Place Delivery Models contract) Cabinet Member: Mark Winnington Lead officer: Helen Riley/Ian Turner	12 February	To highlight critical success factors that could feed into the final contract terms and any concerns that need to be taken into account as the negotiations continue and prior to Cabinet decision	The Select Committee endorsed the Cabinet recommendations in principle whilst requesting that Cabinet consider including a role for Scrutiny in the contract monitoring arrangements for Infrastructure+.
Petition – Proposed removal of the Library, Gallery and other facilities from the Shire Hall and sale of the building	7 March 2014	Under the Council's petition scheme petitions with over 2,500 signatures must be considered by the appropriate select/scrutiny committee,.	The Select Committee will consider this issue at their May/June meeting, prior to Cabinet decision, where the detailed proposals will be available.
A50 Growth Corridor Cabinet Member: Mark Winnington Lead officer: Steve Burrows	7 March 2014	To update and consult the Committee on proposals to undertake a major improvement to the A50 in Uttoxeter.	The Select Committee supported the proposals to improve the A50 in Uttoxeter, congratulating officer on the speed and efficiency of this project.
Highways and the Built County Capital	7 March 2014	Consideration of how to evaluate	The Select Committee

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Programme Cabinet Member: Mark Winnington Lead officer: James Bailey		Highways and the Built County Capital Programme to ensure best value	noted the information given.
Quality of road maintenance Cabinet Member: Mark Winnington Lead officer: James Bailey	7 March 2014	To consider the quality of road maintenance and specifically winter road maintenance	
Minerals Local Plan Cabinet Member: Mark Winnington Lead Officer: Ian Benson	24 April 2014	Consulting on the developing Minerals Local Plan	
Rural Forum Cabinet Member: Mark Winnington Cabinet Support Member: Gill Heath Lead officer: Ian Wykes	24 April 2014		
Chasewater Country Park Cabinet Member: Mark Winnington Cabinet Support Member: Gill Heath 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.
Roll out of Broadband Cabinet Member: Mark Winnington Lead officer: Steve Burrows	24 April 2014	Monitoring progress with delivery	
Rationalisation of Household Waste Recycling Centres Cabinet Member: Mark Winnington Lead officer: Sally Talbot	12 May 2014	To present a report detailing plans for rationalisation of HWRCs.	
Achieving Excellence: Libraries in a Connected Staffordshire Cabinet Member: Mike Lawrence Lead officer: Janene Cox/Catherine Mann	12 May 2014		
Freight Policy Cabinet Member: Mark Winnington Lead officer: James Bailey		Update of monitoring of actions and priorities against Staffordshire Local Transport Plan 2011	Initially, face to face discussion to be arranged between officers and Cllr Tittley who raised the matter.

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Country Parks Review Cabinet Member: Mark Winnington Lead officer: Ian Wykes	tbc	To update Members on the production of a management plan for the county council owned countryside estate.	
Rail Strategy Cabinet Member: Mark Winnington Lead officer: Clive Thomson	tbc	Monitoring progress with delivery	
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.
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 and Eco System Services 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	To update Members on progress in reaching the Council's carbon reduction targets	Briefing note received and accepted.

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	issue.		
Contract Performance re. HWRCs, W2R, Hanford and closed landfills	It is proposed that a briefing note be circulated to update Members on this issue.	To update Members on contract performance re. HWRCs, W2R, Hanford and closed landfills	Briefing note received and 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	This issue was covered in discussions around the Education Trust on 19 December 2013
Entrust Cabinet Member: Ben Adams Lead officer: Ian H Benson	5 September 2014	Monitoring progress of contract with Entrust to ensure that it is delivering intended outcomes.	
Flood Risk Management – progress update Cabinet Member: Mark Winnington Lead officer: Ian Benson	Towards the end of the year	Update on progress of Staffordshire's flood risk management.	
Infrastructure + Cabinet Member: Mark Winnington Lead officer: Ian Turner	tbc	The Select Committee agreed (at their meeting on 12 February) to continue to monitor the quality of the work delivered through the contract going forward, including Shugborough, as this is included in the Infrastructure + contract	
Concessionary Travel Cabinet Member: Mark Winnington Lead Officer: Clive Thomson	tbc	Add detail	Proposed additional item highlighted at Place Business meeting 17.2.14

Membership

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)
 Rachel Kidd Smithers (Co-optee)
 Rev. Preb. Michael Metcalf (Co-optee)
 Neil Taylor (Co-optee)
 Ellen Wright (Co-optee)

Calendar of Committee Meetings

(at 10.00 am and at County Buildings, Martin Street, Stafford ST16
 2LH unless otherwise stated)

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

12 February 2014 at 2.00 pm (extra meeting)

7 March 2014 at 2.00 p.m.

24 April 2014 (extra meeting)

12 May 2014 (extra meeting)

25 July at 10.00 a.m.

5 September at 10.00 a.m.