

**Prosperous Staffordshire Select Committee**

Friday, 5 September 2014

**10.00 am**

Oak Room, County Buildings, Stafford

John Tradewell  
Director of Democracy, Law and Transformation  
28 August 2014

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**A G E N D A**

1. **Apologies**
2. **Declarations of Interest**
3. **Minutes of the Prosperous Staffordshire Select Committee held on 25 July 2014** (Pages 1 - 8)
4. **Strategic Economic Plan and Growth Deal Update** (Pages 9 - 72)  
Report of the Leader of the Council
5. **The Ofsted Focused Inspection in Staffordshire** (Pages 73 - 94)  
Report of the Cabinet Member, Learning and Skills
6. **Education Support Services - Commissioning and Contract Performance Report for School Improvement** (Pages 95 - 104)  
Report of the Cabinet Member, Learning and Skills
7. **Work Programme** (Pages 105 - 110)
8. **Exclusion of the Public**



The Chairman to move:-

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

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## **Part Two**

(All reports in this section are exempt)

nil

### **Committee Membership**

George Adamson	Rev. Preb. M. Metcalf
Ann Beech	Geoff Morrison
Len Bloomer	Martyn Tittley (Vice-Chairman)
Maureen Compton	Diane Todd
Tim Corbett	Paul Woodhead
Brian Edwards (Chairman)	Ellen Wright
Geoff Martin	Candice Yeomans

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

## Minutes of the Prosperous Staffordshire Select Committee Meeting held on 25 July 2014

Present: Brian Edwards (Chairman)

George Adamson  
Ann Beech  
Maureen Compton  
Tim Corbett  
Geoff Martin

Rev. Preb. M. Metcalf  
Martyn Tittley (Vice-Chairman)  
Paul Woodhead  
Candice Yeomans

**Also in attendance:** Ben Adams, Mark Deaville and Mark Winnington

**Apologies:** Len Bloomer, Geoff Morrison and Diane Todd

### PART ONE

#### 1. Declarations of Interest

There were none on this occasion.

#### 2. Minutes of the Prosperous Staffordshire Select Committee held on 12 May 2014

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

#### 3. Petition re Bradwell Lane

Under the Council's Petition Scheme a named Senior Officer is required to attend Select Committee meetings to give evidence about the issues raised by petitions with over 2,500 signatures. A petition with 2,707 signatures had been received requesting traffic calming measures at Bradwell Lane, Newcastle. A further 1,096 signatures had subsequently been added to this petition totalling 3,803 signatures (a further 1079 signatures had been collected through an online petition but this had not included addresses of signatories and therefore could not be included in the petition numbers).

The Lead Petitioner, Mrs Emma Meadon, addressed the Select Committee on the content of and background to the petition. Mrs Meadon had been a resident within this community for thirty years. There was a strong community feel amongst the 4000 residents. Bradwell Lane was used by non residents as a link between the A500 and the A50. The volume of traffic had increased over the last ten years and Mrs Meadon noted that road traffic had decreased nationally.

Mrs Meadon informed the Select Committee that the Lane was used as a "cut through" route for the hospital and was used to access the funeral parlour and crematorium. Satellite navigation systems diverted drivers through this route. Increased use by heavy goods vehicles and articulated lorries exacerbated the traffic problems. Mrs Meadon informed the Select Committee that as part of their conditions the FedEx business in this

area had signed an agreement not to use the Lane. However new businesses such as TK Maxx and George at Asda had developed since and Mrs Meadon told Members that these businesses had not be required to sign any such agreement to avoid using Bradwell Lane.

Bradwell Lane had a 30 mile per hour (mph) speed limit, however it was a straight piece of road and therefore easy for motorists to exceed this limit. The very high volume of traffic using the Lane made it extremely difficult for residents turning onto or off Bradwell Lane. In total there were seven turnings and/or junctions on this stretch of road.

Mrs Meadon informed Members that four weeks after the fatal accident, a speed check was undertaken by warranted officers of Staffordshire Police. The check took place between 6.00 and 9.30 pm. Nine people were prosecuted for speeding as a result of this exercise. A second speed check was undertaken later in the year, again by warranted police officers. On this occasion 95 motorists were caught speeding between the hours of 5.30 – 9.00 pm during a Saturday evening. Of those found speeding, two were prosecuted as they were driving at speeds over 45 mph in a 30mph area. Twenty seven were sent advisory letters as they were driving between 36-45 mph.

Mrs Meadon said she understood that there would be cost implications to any speed reduction measures, and that funding was restricted. However Mrs Meadon gave an example of road maintenance where she felt funding had been wasted in that Bradwell Lane had been resurfaced only 4 ½ weeks after the road markings had been re-painted, therefore requiring them to be re-painted again. She also highlighted that inspite of the road chippings from the resurfacing, and the 20mph signs displayed during this time, she felt that there had been no discernable reduction in speed along that road, in fact the 95 speeding motorists had been caught during the second speed check at this time.

Mrs Meadon said she had just received information that an automated speed check had been undertaken on 7 July but that she had not been able to access the results of this exercise as yet.

Whilst the fatal accident happened on Bradwell Lane at the junction between Arnold Grove and Clare Avenue, Mrs Meadon was clear that the entire stretch of Bradwell Lane was dangerous because of the volume and speed of the traffic. There had been two deaths in less than two years. Mrs Meadon also explained that she felt the data used by highway authorities was flawed as the number of highways reported accidents differed greatly from the number of road traffic accident injuries recorded by hospitals.

Mrs Meadon concluded that whilst she understood that the Council's "hands were tied" at present because the Coroner's report had not been completed, this issue would not go away, such was the strength of feeling amongst the community around Bradwell lane.

Mrs Ann Beech said she supported this petition. Mrs Beech represented Audley and Chesterton, which neighboured Bradwell. She informed the Select Committee that she had used this route on many occasions and agreed with Mrs Meadon over the difficulties in using this stretch of road.

Mrs Sandra Hambleton, Local Member for Bradwell, Porthill and Wolstanton, had submitted her support for the petition in writing to the Select Committee. Members received a copy of this submission which gave a detailed account of the difficulties faced along Bradwell Lane and its junctions. Mrs Hambleton concluded in highlighting that there had been three fatalities along that stretch of road, numerous incidents and that the installation of traffic lights had been proved to slow traffic during maintenance work and therefore would make the area safer.

Mr Richard Harris, Community Infrastructure Manager, responded to the submissions given on behalf of the Deputy Chief Executive and Director of Place. Mr Harris explained that the May fatal accident was still under investigation and confirmed that they were awaiting the Coroner's report. Whilst understanding the point made by Mrs Meadon in respect of the different type and number of road traffic accidents recorded by the Health Service as opposed to the Highways Authority, he explained that all highways authorities followed the same national guidelines for recording road traffic incidents. According to these guidelines there had been 19 accidents over the last three years throughout the entire length of Bradwell Lane. Of these nineteen, there had been one fatality and two serious accidents.

Mr Harris explained that this junction in isolation would not normally generate the traffic calming measures proposed. The accident data for the junction in isolation indicated five slight accidents in the last three years (excluding the recent fatality). A robust system was used to prioritise areas requiring traffic calming measures, and engineering solutions were usually the last considered. Mrs Hambleton, in discussion with David Greatbatch, Community Infrastructure Liaison Manager, had prioritised a speed research exercise and the Authority were awaiting the data from this. Depending on what the data showed it may then trigger consideration of mobile speed enforcement cameras and/or extra 30mph signage.

Mr Mark Winnington, Cabinet Member, Economy and Infrastructure, thanked Mrs Meadon for bringing this issue to his attention. He assured her that the Council would take the issue very seriously, however there was a need to await the results of the inquest before any action was taken. There were similar issues to that at Bradwell Lane across the County and it was important to prioritise. The Lane was used as a primary route now and Mr Winnington said that it was not possible to stop people using the road, nor would he want to stop the economy of Newcastle.

Mr Winnington felt that Bradwell Lane would be more likely to have speeding vehicles on it during evening hours as the volume of traffic would make this more difficult during the working day. Mr Winnington was aware that the local Member, Mrs Hambleton, was able to use her district highways fund to prioritise Bradwell Lane. He also raised concerns at police taking a back seat on speed enforcement. Mr Winnington said that Staffordshire had one of the lowest accident rates in the Country.

Mr Mark Deaville, Cabinet Support Member, Transport and the Connected County, also thanked Mrs Meadon for her very eloquent and detailed submission to the Select Committee. He offered his deepest condolences to the family of the victim for their recent loss following the May fatality on Bradwell Lane. However, sadly there was a need to deal with the statistics, as any county had to, when deciding where and what type of measures were taken to ensure safety across the County. He reminded

Members that Staffordshire was in the top five counties for road safety but recognised that this would mean little to those friends and family of the deceased. Mr Deaville also thanked Mrs Meadon for understanding the current difficulties faced by the Authority until the Coroner's report had been received. Once this information was available consideration would be given on what action should be taken.

Members of the Select Committee thanked Mrs Meadon for her calm and informative manner in addressing them. They noted the high level of concern highlighted by the petition numbers and whilst understanding the necessity of awaiting the Coroners report they felt there was a need for some urgency in addressing the concerns. It was suggested that as an interim measure the Select Committee write to the Safety Partnership requesting the use of mobile speed cameras in this area.

The possibility of installing traffic lights had previously been suggested in 2010, however this suggestion had not been included in the highways programme of works as this junction did not support the installation of lights as a solution within the finite funds available.

Members felt it was difficult to find a solution when they were not in receipt of all the facts and therefore this needed to be revisited after the Coroners report had been received. However from the photographs and details given they felt it appeared to be a poorly marked junction which could benefit from further road markings and warning signs.

The Chairman proposed that any recommendation from this Select Committee to Cabinet should be deferred until after they had received details of the Coroners report. He proposed writing to the Police Authority and the Road Safety Partnership highlighting the concerns raised by the petition and the Select Committee. Once the Coroners report had been received the Select Committee would consider this issue again, alongside any proposed action by the County Council. Mrs Meadon and Mrs Hambleton should be invited to attend the meeting.

**RESOLVED** – That: a) the Select Committee write to the Staffordshire and Stoke-on-Trent Safer Roads Partnership highlighting the concerns outlined by the petition and requesting use of mobile speed cameras in the area; and  
b) the Select Committee consider this issue again once the Coroner's report has been received, with Mrs Hambleton and Mrs Meadon being invited to attend the meeting.

#### **4. Executive Response to the Working Group Report on the Ofsted Inspection of Local Authority School Improvement Arrangements**

The Select Committee established a working group in 2013 which undertook a review into the Ofsted inspection of local authority school improvement arrangements. At their meeting of 24 January 2014 their findings and recommendations were endorsed and the recommendations were agreed by the Cabinet Member, Learning and Skills. The Select Committee now received the Executive Response Action Plan which set out the proposed action being taken in respect of each recommendation, the lead officer and deadlines by which the action would be taken.

The Cabinet Member, Learning and Skills, informed the Select Committee that because of the pace and effort put into this project further progress had been made to that noted within the action plan. Eighteen primary schools had been part of a recent focused inspection and further action was underway to take account of comments made by Ofsted. Work was ongoing to help communicate effectively with all stakeholders. He highlighted the recent School Conference and the new Governors Forum as examples of good communication methods and opportunities for sharing best practice and improved communication.

The Cabinet Member suggested that in respect of recommendation 3 the Select Committee may wish to receive six monthly updates on the work of the Ofsted Programme Board to help reassure themselves that work was on track.

The Commissioner for Education and Wellbeing updated Members on further action taken with regard to the recommendations.

Recommendation one, the data dashboard, continued to be developed and shared with schools. A letter was to be sent to all schools in September sharing the risk categorisation. The LA had invested in a data package, Perspectives Light, which every school would be able to access and would allow data recording capabilities to be uploaded. The package would allow transparency and be a further tool for schools to use in helping to drive improvements. The package would allow schools to log and access information through a single point and would be launched in September.

Alongside this the Staffordshire Learning Net had been restructured in respect of school improvement and was now more logical, accessible and clear.

Members asked whether the new data package would replace packages already used in schools. The new programme was a data platform that would allow schools to access information on a live basis and compare data across the County as well as nationally. This would allow early sight of data comparisons and help identify trends. The package was an enhancement rather than a replacement.

Recommendation two, sharing the new school improvement approach, Members were informed that the cascade of information was sometimes challenging. However work was ongoing to address these challenges, with district meetings for Chair of Governors and Headteachers in the Spring term involving over 200 schools and a summer conference with over 400 delegates sharing good practice and innovation. An e-newsletter was sent into schools every three to four weeks keeping schools well informed. The e school bag had been restructured to help easily identify key information and items for action as opposed to general information. The Members Bulletin was also being used to alert councillors to key issues. Members updates in East and South Staffordshire had already taken place and Cannock and Staffordshire Moorlands updates were due in the near future, although these were not always well attended.

Recommendation three, the on-line structure chart, Members were informed that some of the vacancies had now been filled and the information would be kept up to date.

Recommendation four, the Entrust joint venture, lessons learned had been carried forward with colleagues.

Recommendation five, pupils missing out on education, the Programme Board continued to meet every three weeks. The meetings were themed, with an example given of work with the Virtual Headteacher for looked after children on ensuring looked after children in Staffordshire achieve well.

Communication directly with Chair of Governors was valued and the Cabinet Member, Learning and Skills, informed the Select Committee that efforts were also being taken to ensure there was direct email contact with all Governors, however all email addresses were not currently held. In some instances a minority of governors seemed unwilling to use email.

School performance in the Cannock Chase area was raised and Members asked what work was being undertaken to help school improvement. On 28 July the Commissioner for Education and Wellbeing was meeting with the Cannock Chase Local Strategic Partnership to identify local level priorities. There was a move towards more local level commissioning. During this academic year the focus from the LA had been on individual schools to support their progression into “good” and “outstanding” school categories, however during the next year there would be a move towards identifying district trends and how to address these.

The Cabinet Member, Learning and Skills, informed the Select Committee that he had been in discussion with one of the sponsors for Norton Canes and Heath Hayes and would soon be able to share some astonishing results. There was a responsibility on the LA to monitor all schools, regardless of whether they were an academy or a maintained school, and there was a need to ensure that all Staffordshire children were supported. He welcomed the move towards regional commissioning from September in respect of academies.

The Vice Chairman updated Members on the work of the Select Committee Working Group on Children Missing out on Education (CME) which had been set up as a result of recommendation five. The Working Group had written to HMRC, the Children’s Commissioner and the Education Minister highlighting concerns over children missing from the education system and the potential safeguarding issues where these children were unknown to the LA. The Working Group were currently awaiting a response. The Cabinet Member, Education and Skills, congratulated the Vice Chairman and his working group on the work they had undertaken and specifically in identifying a gap in the system and their efforts in trying to address this.

**RESOLVED** – That a) the formal response of the Cabinet Member, Learning and Skills, be received;

b) that the action shown within the Executive Action Plan and the subsequent update given during the meeting be welcomed;

c) a six monthly update on the work of the Ofsted Programme Board be included on the Select Committee’s work programme; and

d) that the action plan and implementation of the agreed recommendations be monitored by the Select Committee.



## 5. Work Programme Planning

The Select Committee received a report of the Scrutiny and Support Manager on work programme planning for 2014-15. The report set out the work completed over the last municipal year, and the areas of work already highlighted and/or carried over to the new municipal year.

The libraries consultation was currently underway and officers had suggested that the Select Committee may wish to consider this issue in September, for an update, and again in December with the results of the consultation. Members felt that September was too early to receive a report as the consultation would not be completed. Members raised their concerns that consultation forms were running out in a number of libraries and asked that officers be informed of this issue as a matter of urgency.

The Chairman explained that this was a flexible document that would be added to throughout the year.

Members also requested a list of individual schools performance so that they could monitor progress.

**RESOLVED** – That: a) the flexible nature of the work programme be noted; b) the existing carry over items be accepted; and c) the report on library consultation be considered at the conclusion of the consultation rather than in September.

**Chairman**

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



Local Members' Interest

## **Prosperous Select Committee – 5<sup>th</sup> September 2014**

### **Strategic Economic Plan and Growth Deal Update**

#### **Recommendations:**

1. That the Select Committee recognises the excellent opportunities the Strategic Economic Plan and Local Growth Deal provide for the local area to unlock even more economic growth;
2. That the Select Committee agrees a timescale for undertaking scrutiny of the delivery of those projects captured within the Growth Deal to ensure that maximum economic benefit is delivered to the county.

#### **Cllr Philip Atkins – Leader of the County Council**

#### **Summary**

The Select Committee are asked to consider the significant progress made since considering the early development of the Strategic Economic Plans on the 17<sup>th</sup> October and 20<sup>th</sup> November 2013. Following the input of the committee into the shape of both the Strategic Economic Plan and EU Structural Investment Fund Strategy (EUSIFS), both have been signed off by the Stoke-on-Trent and Staffordshire Local Enterprise Partnership (SSLEP). As a result of the Strategic Economic Plan the SSLEP was able to negotiate a Growth Deal with Central Government that has unlocked £82m investment supporting the creation of 4,900 jobs. This is on top of recent significant gains secured by the SSLEP including the City Deal.

#### **Report**

#### **Background**

The Select Committee considered the development of the two key Local Enterprise Partnership Strategies (the Strategic Economic Plan and EUSIFS) on the 17 October 2013. This was followed by an additional overview and progress meeting for the emerging Economic Strategies on the 20 November 2013, where the Committee had a chance to comment on and shape the emerging priorities within the strategies.

#### **Summary**

Creating the right conditions for Staffordshire's economy to grow is a top priority for the County Council, and this Growth Deal with Government will continue our work to help people access more good jobs and feel the benefits of economic growth. Our continued engagement and work with a range of partners through our Local Enterprise Partnership is fundamental to achieving improved prosperity for all.

In March 2014 the Stoke-on-Trent and Staffordshire Local Enterprise Partnership (SSLEP) submitted a long-term (2020) Strategic Economic Plan (SEP) for the area. The plan was developed with a range of partners and has five central objectives;

- 1.A connected county
- 2.Competitive urban centres
- 3.Growth in key sectors
- 4.A skilled workforce
- 5.Stoke-on-Trent as a core city

The Government has used these plans to negotiate Growth Deals with all 39 LEPs nationally. These deals will provide funding from a single Local Growth Fund worth over £2bn nationally, along with a range of freedoms and flexibilities. All 39 LEPs are competing with each other for a share of the Local Growth Fund, which is four times over-subscribed for 2015/16.

The SSLEP negotiated with Government between April and July to agree which projects would receive funding in 2015/16. There were clear criteria set by Central Government when identifying which projects would receive funding, including: work having to start in 2015, deliverability, value for money and impact.

The SSLEP Growth Deal has secured £82.2m investment in 8 key economic growth projects that will deliver 4,900 jobs. This represents an investment into our economy, and into future job prospects and opportunities for Staffordshire people.

In conclusion the Growth Deal represents another successful opportunity to secure economic growth and create quality jobs across the whole of Staffordshire.

## **Background**

The Local Growth Fund is a new national pot of money that brings together capital funding from the Department for Transport, the Skills Funding Agency, the Regional Growth Fund, and Homes and Communities Agency for 2015/16. The Government negotiated with Local Enterprise Partnerships from April to July to agree what money can be offered to their area from the new fund, based on a detailed strategic economic plan (SEP). This agreement is known as a "Growth Deal", and the Stoke-on-Trent and Staffordshire Local Enterprise Partnership (SSLEP), county council and partners will need to work together to ensure these projects are delivered over the next few years.

The Strategic Economic Plan for the SSLEP sets out the following vision, to create:

"An economic powerhouse driven by the transformation of Stoke-on-Trent into a truly competitive and inspiring Core City and by accelerated growth in our County Corridors and urban centres."

There are five central objectives at the heart of the plan:

- a. Connected County: to build on our central location, excellent transport links and existing sites on the fringes of our towns and cities to deliver the right blend of new

employment sites and help create the infrastructure to drive business growth, encourage inward investment and meet our labour market needs.

b. **Competitive Urban Centres:** to significantly enhance growth opportunities in attractive, thriving towns and urban centres across Staffordshire where people are eager to live, work and enjoy themselves.

c. **Sector Growth:** ensure globally-competitive innovation, investment and expansion in large and small businesses across our major sectors.

d. **Skilled Workforce:** to develop a modern and flexible skills development approach, which enables all people to develop new or improved skills to meet the needs of our growth sectors. As we boost the competitiveness of our businesses, we are determined to ensure local people also benefit.

e. **Core City:** rapid, planned growth of the conurbation centred on the city of Stoke-on-Trent which would be a critical economic driver of the wider area covering parts of Cheshire as well as Staffordshire. This will include developing a strong, competitive city centre brand for Stoke-on-Trent by offering the full mix of major city centre facilities, service and attractions.

The Strategic Economic Plan for the SSLEP sets out a five-year strategy for the area and identifies the key capital funded projects that could unlock economic growth and create new jobs for the area.

Through April to July all LEPs have been involved in negotiations with the Government to agree which projects will be supported from the Local Growth Fund based on criteria such as deliverability, impact and value-for-money. In particular the Government are focussed on projects that can begin delivery in 2015/16.

On the 7<sup>th</sup> July 2014 Central Government announced Growth Deals for all LEPs. For the Stoke-on-Trent and Staffordshire LEP they announced a Growth Deal worth £82.2m, delivering 4,900 jobs. The projects that will receive the funding are set out below:

- Build a new access from the A500 to reduce congestion and improve access to the **Etruria Valley Enterprise Area** and the City Centre.
- Bridge widening and local road improvements in Lichfield to access the Cappers Lane employment area and the **Lichfield Park employment site**.
- A new roundabout junction on the A34 to improve access to the **Meaford employment site**.
- New traffic controlled access and road widening for the **Bericote Four Ashes employment site**.
- Improvements to the **Branston Interchange** including signalisation of the roundabout and widening of the A38 slip roads.
- Build the new **Stafford Western Access Route** to ease congestion in Stafford and facilitate further employment and housing growth.
- A **Local Sustainable Transport Package** for Stoke-on-Trent and Staffordshire which will improve connectivity and reduce congestion, including projects to introduce smart ticketing, improve bus punctuality and improve city centre and urban traffic management.

- An **Advanced Manufacturing Skills Hub** that will provide the skills and engineers required for local priority sectors and grow traineeships and apprenticeship opportunities.

All projects will need to continue to develop robust business cases to draw down the funding made available by Central Government.

Delivery on these projects will start from April 2015, although for some projects work has already begun in preparation. Progress against project milestones will be reported to the SSLEP and Central Government on a quarterly basis, and reported through the county council's transformation programme on a monthly basis.

**Link to Strategic Plan** – The people of Staffordshire will be able to access more good jobs and feel the benefits of economic growth. The long term positive impacts of economic growth also contribute to people being healthier and more independent, and feeling safer, happier.

**Link to Other Overview and Scrutiny Activity** – The Select Committee considered the development of the two key Local Enterprise Partnership Strategies (the Strategic Economic Plan and EUSIFS) on the 17 October 2013. This was followed by an additional overview and progress meeting for the emerging Economic Strategies on the 20 November 2013, where the Committee had a chance to comment on and shape the emerging priorities within the strategies.

**Community Impact** – See Attached.

### **Contact Officer**

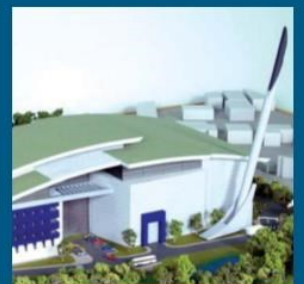
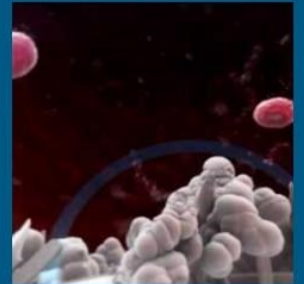
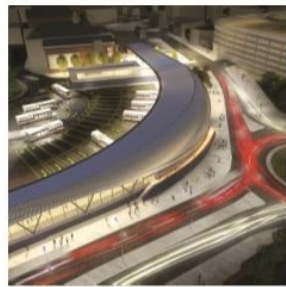
Name and Job Title: Darryl Eyers (Deputy Director (Place) and Head of Economic Planning)  
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### **Appendices/Background papers**

Strategic Economic Plan  
Growth Deal  
Community Impact Assessment

# Stoke-on-Trent & Staffordshire

Enterprise Partnership



## Strategic Economic Plan Part 1 - Strategy March 2014

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## Our Strategic Economic Plan Structure

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The Stoke-on-Trent and Staffordshire Strategic Economic Plan is an ambitious strategy through which we will help our economy unlock its growth potential and tackle some of our long-standing underlying economic challenges.

Our Strategic Economic Plan comprises a suite of three documents:

- 1) **Strategic Economic Plan Strategy:** the overall long term strategic framework which has shaped our plans, including our overarching vision and objectives, our priority areas of focus, and our plans for delivery and governance.
- 2) **Implementation Plan:** sets out our ambitious and far-reaching suite of investments which together will help us achieve our growth objectives. The Implementation Plan demonstrates the scope of our initiatives, including the rationale for intervening and the strong returns that they will generate.
- 3) **Appendices:** detailed evidence underpinning our Plan, including detailed project pro-formas for each of our strategic initiatives, full financial and impact information for all our projects and our plans for cross-LEP working.

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# 1. Our Vision & Priorities: 2014-2030

**“An economic powerhouse driven by the transformation of Stoke-on-Trent into a truly competitive and inspiring Core City and by accelerated growth in our County Corridors and urban centres.”**

- 1.1 Our aim is to dominate the space between a number of the UK’s largest urban areas, by connecting growth sectors, an offer of super-connectivity and compelling sites, supplying higher skilled labour and exploiting our indigenous energy potential. Our ambition is to sustainably drive:
- rapid growth in Stoke-on-Trent and its contribution to the county and national economy
  - development of the peri-urban areas along the County’s key transport corridors that provide a strong, agile and competitive offer locally and nationally
- 1.2 To do this we need a step change in the way we connect to neighbours, investors, customers and collaborators. The LEP will need to maximise the opportunities presented by strategic infrastructure investments, including High Speed 2 phase 2.

**50:50:10 - Our stated aim is to grow the economy by 50% and generate 50,000 new jobs in the next 10 years.**

## What Success Looks Like

- 1.3 The diversity within our economy is one of our strengths. Although partners have agreed a set of clear priorities for investment we have set our sights on our number of landmark developments against which we can measure progress and success over the next 20 years:
- The City of Stoke On Trent rapidly grows into a **Core UK City**.
  - A **Connected County** the aim is “super connectivity”, maximising the benefit of existing road, rail and air connections and future strategic infrastructure investments, including HS2 and other strategic rail investment, to benefit the whole area and maximise opportunities across the County’s key transport corridors .
  - **Powerhouse Central**: Stoke on Trent & Staffordshire internationally recognised as an investment destination and centre of expertise for indigenous energy.
  - An internationally renowned **Applied Materials Technology Centre** for advanced research and innovation building on the expertise of Lucideon (formerly Ceram) and its ties to university and industry.

## Our Focus

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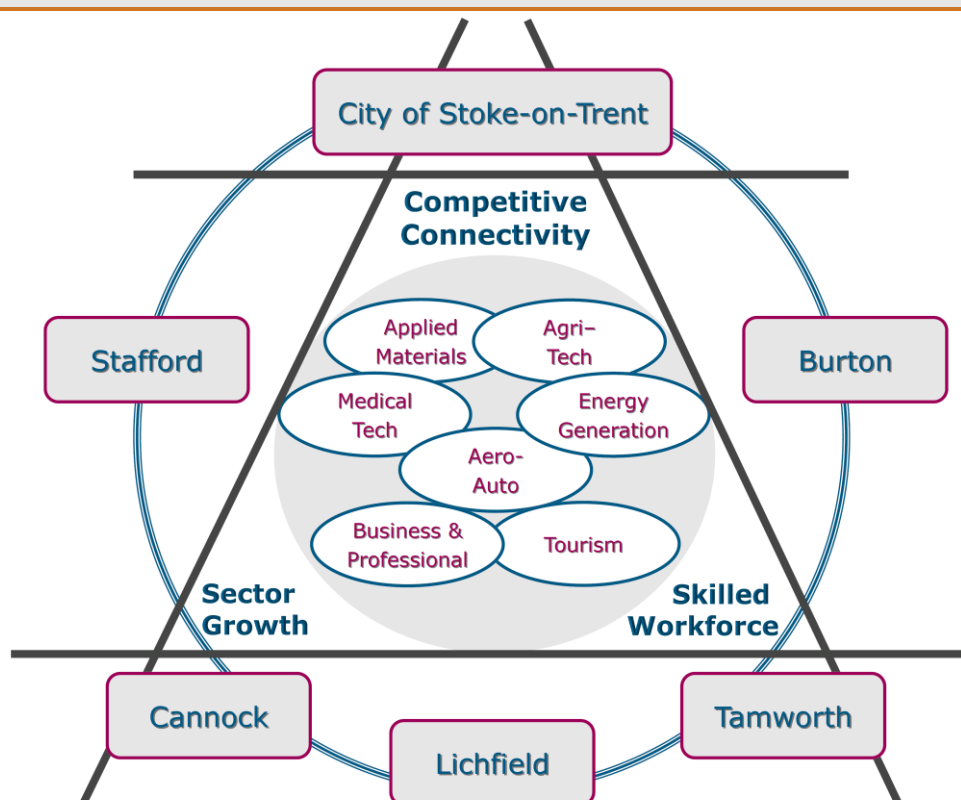
- 1.4 The future prosperity of the Stoke-on-Trent & Staffordshire economy depends on growth and competitiveness within our business base. We are committed to ensuring our businesses grow, generate global customers, collaborate with suppliers, nurture new enterprise, drive innovation and draw in investment. The hall-marks of our Strategic Economic Plan are:

- **A Core City** - rapid, planned growth of the conurbation centred on the city of Stoke-on-Trent which would be a critical economic driver of the area spanning parts of Cheshire as well as Staffordshire, including through the development of a strong, competitive city centre brand offering the full mix of city centre uses.
  - **Connected County:** our vital corridors across the LEP area and out to wider national and international markets are vital to our patterns of trade, investment and work. Our plan puts great stake in creating “super connectivity” by securing strategic and local links which allow people, goods and ideas from within Stoke-On-Trent and Staffordshire to engage with new opportunities over our borders and across the globe, both physically and digitally. To do this we need a step change in the way we connect to neighbours, investors, customers and collaborators. The LEP will need to maximise the opportunities presented by strategic infrastructure investments, including High Speed 2 phase 2. In addition to securing improved strategic access to the City of Stoke-on-Trent we have a Growth Triangle made up from the M6/West Coast Main Line (WMCL) Spine, the A5/M6 Toll Enterprise Belt and A38/A50 Eastern Links. The routes carve out a set of development corridors which link our strategic employment sites, enable further rapid economic growth in these peri-urban areas and underpin our economic ties to the markets beyond our borders.
  - **Urban Growth:** the future prosperity of the Stoke-on-Trent & Staffordshire economy will also be dependent on growth in Stoke-on-Trent and the chain of strategic centres at Stafford, Burton, Cannock, Lichfield, Tamworth and Newcastle-under-Lyme. Business and housing growth in and around these centres will underpin our economic progress. We also recognise that opportunities lie in the major conurbations across our border towards Manchester, Liverpool and Derby, and significantly to the South into Birmingham and the Black Country.
- 1.5 These priorities will be given greater traction if the area successfully maximises the benefits from all strategic transport infrastructure investment, including HS2 phase 2.
- 1.6 The Stoke on Trent and Staffordshire area has a strong set of businesses with growth potential in key sectors which sit centre-stage in our plans for the future. Our business growth agenda is based on recognised strengths in key aspects of advanced manufacturing:
- **Energy Generation:** building on the long standing presence of Alstom in Stafford, ABB, Siemens Wind Power, GE Power Conversion and the sustainable energy programme centred around Stoke-on-Trent and beyond, to meet growing local and international demand by diversifying into geothermal, anaerobic digestion, biomass and energy-from-waste.
  - **Auto-Aero:** capitalising on the supply-chain opportunities emerging from global businesses such as JCB, Michelin, Jaguar Land Rover, Moog, and Zytex in our area.
  - **Medical Technologies:** in which Keele University and its Science Park are internationally recognised leaders.
  - **Agri-Tech:** drawing on our agricultural back-drop and Harper Adams University on our border to capitalise on an increased global focus on food security and the agri-plant capacity at JCB.
  - **Applied Materials:** building upon our recognised heritage in metals and ceramics in both Stoke-on-Trent and Staffordshire to exploit opportunities in applied uses for polymers, ceramics, glasses and composites.

1.7 These sectors each have recognised growth potential and can draw upon knowledge assets to sustain their competitiveness. Alongside this focus, we are committed to a diverse economy and supporting business growth across all our sectors, including local hot spots. Our focus on advanced manufacturing is complemented with a longer-term interest in strengthening the important [barometer] sectors of:

- **Tourism:** national attractions such as Alton Towers and Drayton Manor book-end a series of offers which can draw in day visitors and help retain families living locally such as Cannock Chase, the National Forest, and the Peak District.
- **Business/Professional Services:** the growth ambitions for our urban centres, and in Stoke-on-Trent in particular (including by creating a new central business district with a strong professional services offer), will draw in a growing base of professionals looking to support our indigenous businesses and capitalise on our excellent connectivity North to Liverpool & Manchester and South to Birmingham & London.

Figure 1.1: Our Strategic Framework



1.8 Our goals require a concerted and coherent effort and investment across a range of agendas. We are committed to focusing our investment and energies on a distinct series of inter-linking drivers for growth and to avoid the temptation to spread our effort too widely. There are five central objectives at the heart of our plan:

- **A Core City** - rapid, planned growth of the conurbation centred on the city of Stoke-on-Trent which would be a critical economic driver of the area spanning parts of Cheshire as well as Staffordshire, including through the development of a strong, competitive city centre brand offering the full mix of city centre uses.
- **Connected County:** to build on our central location, excellent external connectivity and existing peri-urban sites to deliver the right blend of further employment sites

and supporting infrastructure to drive business growth, encourage inward investment and meet our labour market needs.

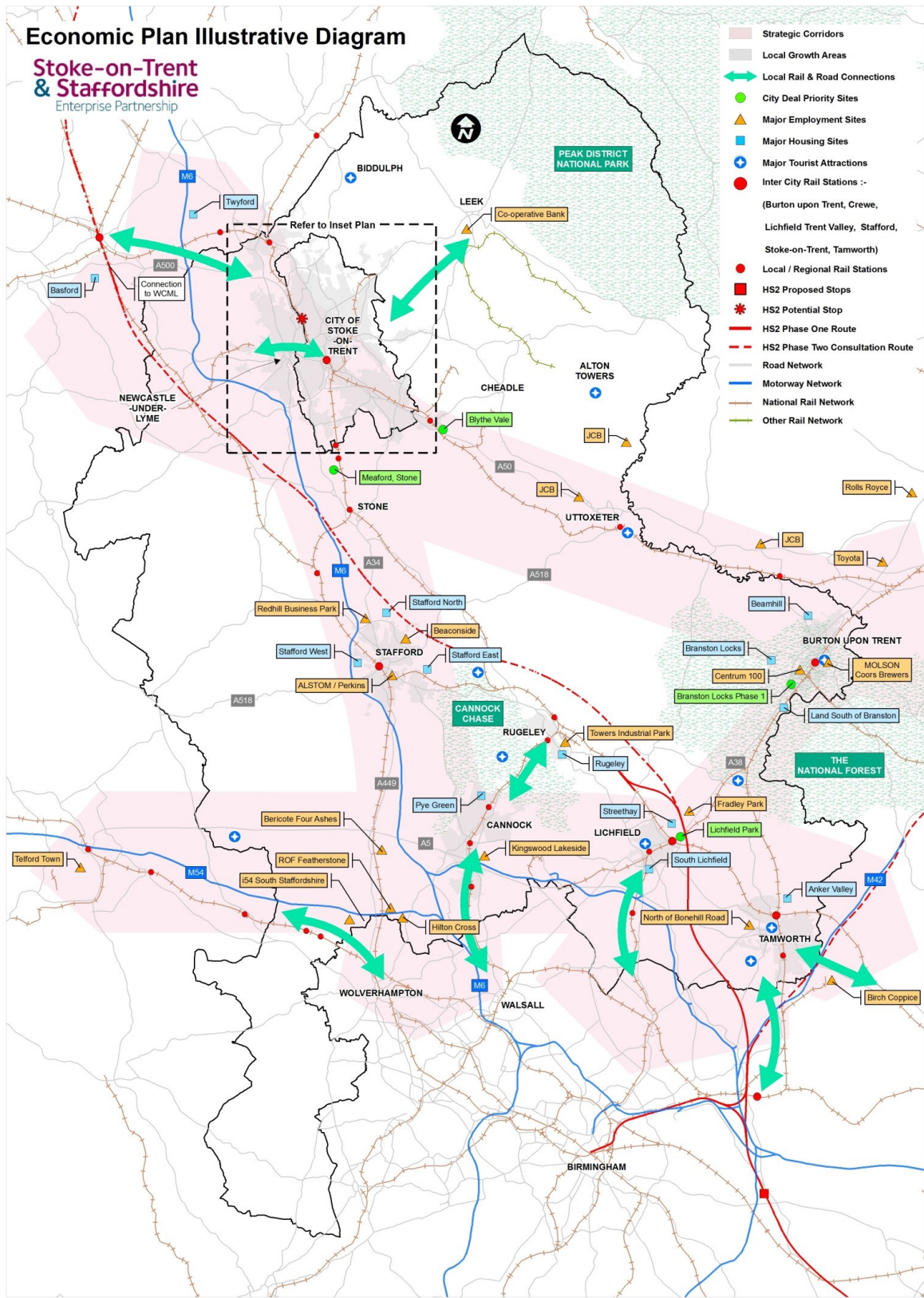
- **Competitive Urban Centres:** to significantly enhance growth opportunities from an attractive and thriving city of Stoke-on-Trent city and other towns across Staffordshire where people are eager to live, work and enjoy themselves.
- **Sector Growth:** ensure globally competitive innovation, investment and enterprise-led expansion in large & small businesses across our priority sectors.
- **Skilled Workforce:** to develop a modern and flexible skills system which enables all people to up-skill and re-skill to meet the needs of our growth sectors. We will target growth **and** opportunity. As we boost the competitiveness of our businesses, we are determined to ensure local people also benefit. While we reach for the heights of international competitiveness, we will tackle our pockets of poor educational performance, deprivation, decaying urban centres and unattractive housing.

## Time Frame

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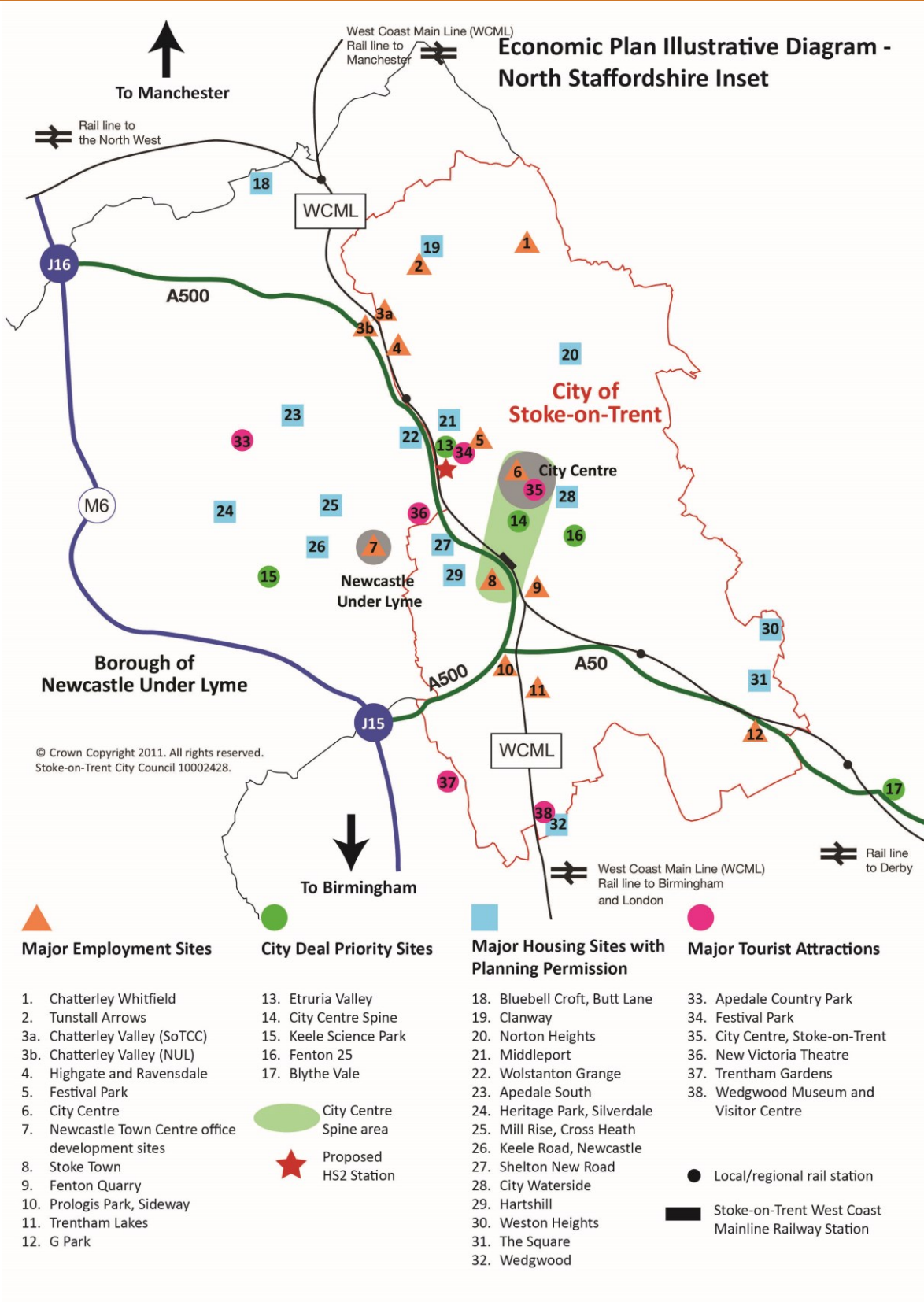
- 1.9 This Strategic Economic Plan provides a long-term framework through to 2030 against which the Stoke-on-Trent & Staffordshire LEP can undertake investment planning. Although it will require periodic refreshes as the context, drivers and opportunities evolve, our plan is based on a hard-headed long-term look at our strengths and weaknesses. It sets out a considered and shared view of the priorities we must address to help drive economic growth. Our plans have two strands of focus:
- In the near term we must maintain the competitiveness of our more prosperous locations and ensure the near to market opportunities are fully exploited and our ongoing programme of investment is fully realised.
  - Over the longer term of our plan, we are committed to the rapid, planned growth of Stoke-on-Trent and other urban centres and creating the right conditions to accommodate the, as yet, unknown industries of tomorrow.
- 1.10 The planning for the transformative investments needed to secure our long term goals must start in earnest now and will be pursued alongside our near term priorities of maintaining current competitiveness.

Figure 1.2: Our LEP Area in Overview



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Figure 1.3: Our LEP Area in Overview – Inset



## 2. Our Economy

- 2.1 The Stoke-on Trent and Staffordshire Strategic Economic Plan builds on a detailed understanding of the socio-economic context and characteristics of the LEP area, and the implications of this for economic growth. See also our Supporting Evidence Summary at [www.stokestaffslep.org.uk](http://www.stokestaffslep.org.uk).
- 2.2 A summary of key strengths, weaknesses, opportunities and threats is set out below.

Summary of Strengths, Weaknesses, Opportunities and Threats	
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>Stoke-on-Trent and Staffordshire is home to numerous international businesses including Alstom, Coors, JCB, Jaguar Land Rover, Michelin, Moog, Steelite, and Zytek</li> <li>Similarly the area is home to a buoyant SME sector making a significant contribution to economic growth</li> <li>Inward investment performance has been strong in recent years, with notable recent projects including Jaguar Land Rover and Amazon</li> <li>Local universities actively engaged in research and innovation support</li> <li>Area benefits from location at the heart of the UK, with strong connectivity via road (including the M6, A50, A500, A38, A5) and rail (including the West Coast Mainline)</li> <li>Stoke-on-Trent and Staffordshire’s physical environment – including historic urban centres and a high quality rural landscape – provides good places to live, work and visit</li> <li>The rural economy has performed strongly in recent years, with growing employment and strong enterprise performance.</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>Low levels of economic growth over the past decade</li> <li>Below average productivity levels reflecting the dominance of lower value activities</li> <li>Relatively large decline in total employment over the past decade</li> <li>Below average levels of enterprise and declining business start-up levels</li> <li>Lower than average proportions of residents qualified to higher levels, with skills gaps identified by local employers both in terms of higher level skills and basic employability skills;</li> <li>Concentrations of unemployment; youth unemployment a particular challenge</li> <li>Concentrations of severe relative multiple deprivation in many of the urban areas</li> <li>Internal connectivity constraints, including peak hour congestion in main urban areas</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>A chance to define and deliver a more coherent and comprehensive approach to economic development at LEP level via the Strategic Economic Plan</li> <li>A genuine opportunity to develop strengths in sectors such as Advanced Material, Advanced Manufacturing and Energy, driving higher levels of gross value added and productivity</li> <li>Opportunity to create a unique local energy offer based upon existing and new assets and investment in emerging technologies and energy supply chain development</li> <li>Opportunities to build a more innovative economy, based upon the numerous local knowledge assets which include two universities and a number of successful RGF projects</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>The 2008-10 economic downturn and wider (national and international levels) macro level economic pressures will continue to play a large role in shaping local economic performance</li> <li>Barriers to the delivery of new employment land has the potential to constrain inward investment and business expansion</li> <li>Accessibility and remediation challenges for strategic employment and housing sites, constraining business base growth and the ability of residents to access employment opportunities</li> <li>Internal connectivity constraints impacting upon the quality and vibrancy of our urban areas</li> <li>The potential loss of rail connectivity,</li> </ul>

<ul style="list-style-type: none"> <li>• Following the outcome of the consultation maximising the potential economic and connectivity opportunities of HS2 particularly in Stoke.</li> <li>• An opportunity to design a more coherent and effective support offer for local businesses which closely reflects the characteristics of the businesses base and aspirations for growth</li> <li>• Opportunity to build a more inclusive society with employment and skills programmes and projects designed to respond to local need.</li> <li>• Growth opportunities building on new road and rail investments and enhanced connectivity.</li> </ul>	<p>particularly on the WCML, as HS2 develops and the consequential risk that local investment does not keep pace with those areas better served by HS2 connectivity<sup>1</sup>;</p> <ul style="list-style-type: none"> <li>• Challenges relating to the vitality and quality of urban environments affecting perceived quality of life and constraining the ability of the area to attract and retain higher skilled residents</li> <li>• Skills challenges (both at higher and lower levels) have the potential to constrain growth in identified priority sectors and activities</li> <li>• Social inclusion challenges within certain communities and groups have the potential to limit the extent to which the benefits of economic growth are shared by all.</li> </ul>
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2.3 The emerging LEP Strategic Economic Plan is built upon a twin-track approach comprising sector-led growth and place-led growth, upon which the five strategic objectives are built. The sections below provide further context on these two key economic drivers.

### Sector-Led Growth

2.4 The strategy is built around a series of key sectors which are expected to drive growth in Stoke-on-Trent and Staffordshire. These include:

- Five Advanced Manufacturing sectors: Applied Materials, Agri-tech, Aero-Auto, Medical Technology and Energy Generation
- Two further Barometer sectors, which help to benchmark progress towards a more mature local economy: Business and Professional Services, and Tourism and Leisure.

### Applied Materials

2.5 Part of the Stoke-on-Trent and Staffordshire LEP’s proposal for a City Deal includes creating a pioneering research and innovation centre led by the private sector and supported by major universities, to turn applied materials research into commercial activity.

2.6 Evidence suggests that the most appropriate location for addressing the issue of applied materials in Stoke-on-Trent and Staffordshire lies in our industrial heartland. The area is home to leading companies in this sector (e.g. polymers – Bostik, Fuchs Lubricants, Michelin; engineering companies such as JCB, Perkins, MG Sanders, and Goodwin use novel and new applied materials (metallic and non-metallic) in their products and to remain globally competitive need to invest heavily in the development of new materials; and ceramics – Steelite International, Wedgwood Waterford, Royal Doulton). Investment in the development and use of new materials will create both a demand from engineering companies and a market for investors in our area.

<sup>1</sup> A reduction in the value of the North Staffordshire economy (Stoke-on-Trent, Newcastle-under-Lyme, Staffordshire Moorlands) of up to £80m per annum (KPMG, on behalf of HS2 Ltd, 2013).



### Agri-Tech

- 2.7 One of the Government's 11 industrial strategies focuses on 'agri-tech', an embryonic sector that will largely focus on the development of innovative technologies related to agriculture and food production.
- 2.8 Our LEP has access to a number of renowned R&D institutions, particularly Harper Adams University immediately to the west, and a number of closely associated industrial sectors with local strengths including applied materials and medical technologies. We also have excellent connectivity to national and international markets and major local employers in related industries such as JCB, Muller and Adams Foods.
- 2.9 Given the land-based nature of the agri-tech sector, the availability of agricultural land in and around Staffordshire can set us apart from other densely-urbanised areas in this sector. Livestock farming in the area around Staffordshire and Shropshire is one key opportunity area for the commercialisation of agri-tech research and development.

### Aero-Auto

- 2.10 The Midlands and North West of England are home to large concentrations of transport technology firms. The high concentration of employment within the aeronautical and automotive technology sector in the Midlands is linked to the presence of major manufacturers in the area, particularly Jaguar Land Rover, Toyota and their extensive supply chains.
- 2.11 The development of a number of aerospace companies around the i54 area also presents considerable opportunities for the development of advanced-technology manufacturing industries.

### Medical Technology

- 2.12 Despite the med-tech sector still being a relatively small sector in terms of employment numbers, it has seen substantial growth in recent years. The School of Medicine at Keele University, the University Hospital of North Staffordshire and the Keele University Science and Business Park represent a great opportunity for attracting additional growth in the med-tech sector locally.
- 2.13 Our area is home to a growing number of leading medical technology and healthcare companies, including TRB Chemedica, Biocomposites, Cobra Biologics and Intelligent Orthopaedics. In Newcastle-under-Lyme, the concentration of employment in the med-tech sector is more than twice that seen nationally, primarily comprising companies involved in the wholesale of pharmaceutical products.

### Energy Generation

- 2.14 The Keele University Sustainability Hub acts as a focus for the research into, teaching of and management of sustainability, green-tech and energy generation. Building upon this the university aims to significantly expand its capacity in energy / renewables research, particularly around wind, solar and geothermal.
- 2.15 Stoke-on-Trent and Staffordshire is home to a strong cluster of companies operating within the environmental technologies sector, including several renowned and international brands such as Alstom, Siemens and General Electric Power Conversion.

- 2.16 Lichfield, South Staffordshire and Stafford have particularly high levels of employment in the manufacture of power and associated equipment products, as well as a power creation and distribution cluster. This cluster has experienced a slight increase in employment across Stoke-on-Trent and Staffordshire in recent years.

### Business and Professional

- 2.17 The business and professional services sector accounted for almost 40,000 jobs in Staffordshire and Stoke-on-Trent in 2010. This sector grew by more than 1,500 employee jobs between 2006 and 2010. We also know that elements of other important sectors such as the Digital & Creative which are locally important in some parts of our LEP area have an important contribution to make to this sector.
- 2.18 This is a significant sector for the LEP area, and has seen growth over the last five years, particularly due to the activities of head office in the area, such as Holland and Barrett, Midland Co-operative Society and JCB. We are also home to Phones 4 U and Bet365.
- 2.19 In terms of employment levels in the business and professional sector however, the city of Stoke-on-Trent underperforms slightly when compared with similarly-sized cities. This should be a key focus sector for city centre economic growth in Stoke-on-Trent and other strategic centres across Staffordshire.

### Tourism & Leisure

- 2.20 The area has significant natural assets and major tourism attractions (including Alton Towers, Drayton Manor Theme Park, the Staffordshire Hoard, Cannock Chase, the National Football Association Centre, the National Memorial Arboretum, the Mercian Trail and the Potteries Museum and Art Galleries, Ceramics industry visitor attractions) which can contribute to growth of the leisure and tourism sector.
- 2.21 This sector employs around ten percent of all employees within Stoke-on-Trent and Staffordshire. Staffordshire Moorlands District has the greatest concentration of employment in this sector (largely due to Alton Towers and the Peak District), followed by Stafford Town and Tamworth. Employment in this sector has increase slightly in recent years. In addition an active leisure offer helps to improve health and well-being. The sector's priority is to make more consumers aware of Staffordshire as a destination for a short break, so encouraging greater volume of overnight stays, increased revenue and more employment in the industry.

### Place-Led Growth

- 2.22 Stoke-on-Trent and Staffordshire already offers a rich mix of high quality places to live, work, shop and relax in, with historic centres and attractive rural towns. These places need to continue to develop strategically to ensure that they provide the housing mix needed for growth, offer central locations for growth of business and professional service firms, and provide the quality of life that will help to attract and retain highly skilled workers. Our proposals build on our Local Plans and will act as a proactive approach to ensure they are developed and delivered in a timely fashion. Local Planning Authorities have been fully engaged in the development of the project pipeline.
- 2.23 The conurbation in the north of Staffordshire (including Stoke-on-Trent and Newcastle-under-Lyme) and a series of other strategic centres across Staffordshire represent critical hubs for sustainable economic growth and the associated infrastructure to support growth.

- 2.24 The principles of sustainable development have informed many of the choices made in this plan. For instance the choice of sites in corridors and areas well served by public transport, the strategy to address energy, and the utilisation of previously developed land in many areas. Our natural assets are of major importance locally and nationally and form a major part of our offer to investors.
- 2.25 The focus for the Strategic Economic Plan is on the following key centres:
- The conurbation in the north of Staffordshire including the City of Stoke—on-Trent and Newcastle-under-Lyme
  - Strategic Centres including Stafford, Burton-on-Trent, Cannock, Lichfield and Tamworth.
- 2.26 However we are also equally keen to see the continued success of the economy across smaller centres and rural communities. The EU investment strategy contains a range of proposals that will benefit businesses as a whole. – [www.stokestaffslep.org.uk](http://www.stokestaffslep.org.uk)

## Transport

- 2.26 Stoke-on-Trent and Staffordshire is well connected to the national and international road and rail network which enables easy access to large economic centres. This has contributed to many inward investment success over recent years such as a cluster of prestigious high value medical technologies and research industries centred on Keele University and Science Park and investment by Jaguar Landrover at I54.
- The West Coast Mainline runs north-south, providing frequent connections to London, Birmingham, Manchester and Liverpool.
  - The M6 Motorway runs through the area and is one of the major arterial roads running along the backbone of the UK.
  - Four international airports are within a 1-hour road journey.
  - Many of the country's major sea ports are within a 4-hour road journey and are increasingly becoming more connected by the rail network.
- 2.27 The road network is fundamental to Stoke-on-Trent and Staffordshire's transport system especially as the area has over 21% of the West Midlands' total traffic flow (in terms of million vehicle miles). However, the vast proportion of the local road network does not suffer from serious congestion. Traffic speeds across the area have remained fairly constant over the last five years and whilst some parts of the network suffer with congestion and unreliable journey times especially during peak travel periods, the problem is not considered serious enough to limit demand. Such areas where congestion is experienced include the M6 junction 15, our main towns of Burton upon Trent, Lichfield, Stafford and Tamworth and areas of North Staffordshire.
- 2.28 Away from the main routes, local roads form an essential network carrying the bulk of the area's traffic movements. These are principally used for shorter journeys to key services such as places of work, education establishments and healthcare facilities. In Stoke-on-Trent and Staffordshire the local road network is not generally seen as a constraint to growth as long as new developments are managed sustainably with mitigation measures introduced where necessary. However, there are areas of the local road network that are considered to be of poor standard.
- 2.29 Eighty percent of the bus network is provided on a commercial basis by the area's two main operators – First and Arriva. In 2012/13 there were over 32 million bus passenger journeys in

Stoke-on-Trent and Staffordshire. On the whole the area is well connected with 87.1% of urban address points being within 350m of a half hourly or better bus service to a major centre, however; speeds for travellers are slow. There is also a need to improve to build on existing investment to improve the overall quality of local bus services on some routes, especially if we are to achieve modal shift.

- 2.30 The freight and logistics industry is an important activity for the area in terms of economic prosperity, the impact on the transport network and the local environment. The M6 Motorway accommodates typical HGV flows of some 35,000-40,000 on a weekday through the area and is a key corridor from the south to the north of the country. Significant numbers of HGVs used the A38, A5, M54, A50 and A34. Our local network is generally less trafficked than the strategic road network and the proportion of HGV traffic is much lower (typically 5-10% compared to the M6 25-30%) although the area does host some important sub-regional routes and some major freight destinations. Given the volume of freight movement in the area, attempting to improve the efficiency of operations will have benefits for business in terms of efficiency savings and for residents in terms of quality of life. In terms of rail freight, the Stoke-on-Trent and Staffordshire area is located at the centre of some important regional and national routes with the most important route for the area being the West Coast Mainline. This is one of the country's principal routes and has over 50 freight trains operating along it per day in each direction.
- 2.31 Two of the area's main rail stations (Stoke-on-Trent and Stafford) are chiefly served by the West Coast Mainline. This line runs north-south with frequent and fast services to London Euston, Liverpool Lime Street and Manchester Piccadilly. Other main rail stations within the Stoke-on-Trent and Staffordshire area include Tamworth and Burton upon Trent which lie on the Cross Country Route between Birmingham and Derby, providing services every half an hour. It is important to note that Tamworth also lies on the West Coast Mainline.
- 2.32 There are 23 local rail stations in the area that offer reasonably good connectivity to both local destinations and those further afield. In 2012/13 over 9.5m rail passengers used our stations and since 2006/07 our rail patronage has increased by more than 62%.
- 2.33 Our regional airports (such as Manchester Airport, Liverpool John Lennon, East Midlands Airport and Birmingham Airport) play an essential role in providing national and international transport links from and to the area. In addition, there are two small airfields operating in the Stoke-on-Trent and Staffordshire area – Tatenhill in East Staffordshire and Wolverhampton Halfpenny Green Airport in South Staffordshire. These both offer flying for private business and recreational purposes.

## Property

- 2.34 An important element of making Stoke-on-Trent and Staffordshire an aspirational place to live is ensuring that there is a diverse range of housing to cater for everyone in terms of supply, distribution, quality and affordability. The number of households within the area is predicted to rise over the coming years, and our ultimate success in generating new jobs will increase the attractiveness of Stoke-on-Trent and Staffordshire as a place to live and work.
- 2.35 Based on current Local Plans, around 3,370 homes are proposed to be built across all local authorities on an annual basis in Stoke-on-Trent & Staffordshire, compared to 3,170 that would be required to meet the need of the projected increase in population. This suggests an oversupply of around 200 houses. However, the deliverability of local housing schemes is paramount to this actually becoming a reality, with many schemes requiring some public sector intervention in order to make them viable. These housing projections also do not take into account our substantial growth plans. The recently released National Planning Policy

Guidance states that future employment trends need to be considered when determining housing requirements. Our plans for accelerated growth and the vast number of new jobs that this will create, as well as the substantial housing growth required to transform Stoke-on-Trent into a new Core City, will mean that there will be a need to ensure the delivery of appropriate housing in the area.

- 2.36 One of the critical success factors for inward investment is the product on offer, namely the availability of sites and premises. Without a suitable product businesses will not move to the area. Generally businesses prefer not to wait over 18 months for a site to be ready for use and, in general, the sooner sites can be used the better. Our 'Breeze Strategy' study on Inward Investment in Stoke-on-Trent and Staffordshire stated that while Stoke and Staffordshire had good key location factors such as access to a suitable workforce, cost effectiveness, colleges / universities / training, proven clusters of business activity and telecoms resilience, the area currently lacks available sites and premises in which businesses could move in. It is therefore fundamental that a range of suitable of employment sites and industrial / office facilities are created if we are to take full advantage of the forthcoming economic opportunities that exist in the area.
- 2.37 The perception of Stoke-on-Trent and Staffordshire as a place to invest is important as it may well influence the amount of inward investment that occurs in the area. The Breeze Strategy study suggests that rather than people seeing the area as being a bad place to invest, there is 'anonymity and lack of perception'. Businesses do not generally have an opinion on Stoke-on-Trent and Staffordshire, which may be just as alarming as a bad perception. It will therefore be important that alongside developing our offer to businesses, we build upon our recent inward investment successes to continue to promote Stoke-on-Trent and Staffordshire as the place to do business.
- 2.38 A notable proportion of residents in Stoke-on-Trent and Staffordshire live in 'non decent homes', and a significant opportunity exists not only in the refurbishment and retrofitting of the current housing stock, but also in bringing derelict and vacant properties back into use. The Centre of Refurbishment Excellence (CoRE) in Longton is an important local asset in terms of retrofitting and it will be important to maximise the benefits of this facility.

## Tourism

- 2.39 Tourism & leisure accounts for over 23,000 jobs in Stoke-on-Trent & Staffordshire, more than any of the core cities. If the recent rate of growth of the sector continues, an additional 6,000 tourism & leisure jobs would be created over the next 10 years. This does not take into account our programme for accelerated growth which will mean this figure is likely to be far higher.
- 2.40 Over 20 million people visit Stoke-on-Trent & Staffordshire every year, although a large proportion of these visitors only stay for the day. In order to further develop this sector we intend to increase the county's 'staycation' offer, creating a wider range of accommodation in order to allow more visitors to stay within the area for multiple days.
- 2.41 Sporting activities account for around 7,000 jobs in Stoke-on-Trent & Staffordshire, again higher than any of the core cities. The area has around 1,300 sporting facilities, while our many natural assets including the Peak District, National Forest, Forest of Mercia and the Area of Outstanding Natural Beauty in Cannock Chase make us the perfect location for outdoor sporting activities.
- 2.42 Our natural assets, sporting facilities and central location make us the perfect location to participate in a wide variety of sporting activities, particularly:-

- Rowing & water sports – water sports at Chasewater, with potential to expand river rowing and the development of a flat rowing lake.
- Equine sports – numerous horse riding facilities, the internationally important racecourse at Uttoxeter and one of the best equine centres in the UK at Rodbaston College.
- Cycling - ‘The best trail in the UK’ for off-road cycling at Cannock Chase, routes perfect for on-road cycling and the host of internationally important events.
- Athletics– one of the best outdoor athletics facilities in the UK, which is able to host large scale athletics events.
- Outdoor pursuits – the most challenging and popular rock climbing routes in Europe.

2.43 In addition to the traditional tourism & leisure sector, over 12,500 people are directly employed within the business tourism sector in Stoke-on-Trent & Staffordshire. Our location at the heart of country makes us the ideal location for business events, and we intend to develop our business tourism offer by developing high quality conferencing and meeting facilities. This will build upon world class conferencing facilities that already exist within the area, such as St Georges Park in Burton upon Trent.

### Further Education

- 2.44 A major reason why GVA per head is relatively low in the LEP area is due to the under-representation of people in the top 3 occupation groups, with the need for an additional 60,000 people employed in the top 3 occupation groups to bridge the gap to the national average.
- 2.45 The current situation for young people in the job market is particularly challenging, with youth unemployment a significant issue in Stoke-on-Trent and Staffordshire. At the end of 2012, 5.4% of people aged 16-18 in Staffordshire and 9.1% in Stoke-on-Trent were not in employment, education or training (NEET).
- 2.46 Over 70,000 residents currently claim an out-of-work benefit, and ensuring that these people have the functional skills required to access employment opportunities will be important in developing a more dynamic local workforce.
- 2.47 Nationally it is acknowledged that there is some mismatch between course provision and business needs. “Last year more than 94,000 people completed hair and beauty courses, despite there being just 18,000 new jobs in the sector, but fewer than 40,000 people trained to fill around 72,000 new jobs in the building and engineering trades.” (Source: LGA, Hidden Talents)
- 2.48 Our further education institutions will play a vital role in addressing all of these issues. If this is to be achieved it will be important to have high quality FE facilities. Currently 15% of our FE estate has been determined to need major repair or be replaced in the short to medium term

### Higher Education

- 2.49 Increasing the proportion of the local population with high level skills will undoubtedly be important in increasing the productivity of the local economy through developing a greater number of high value added industries within the area. Local universities, and those within neighbouring areas, will clearly play a major role in this and it will be important that the courses available at these institutions match the needs of our existing business base as well as the sectors we aim to develop in the future. Locally the LEP Education Trust will play a

significant role in this, and work is currently ongoing to highlight potential skills mismatches, particularly engineering skills which will be vital for many of the growth sectors that will form a vital part of the local economy. Nationally the Witty Reviews conclusions have been supported by the Government and it has identified a series of planned actions namely to;

- work with key partners to make his 'Arrow Projects' vision a reality and secure the potential of the technologies of the future;
- commit in the long term to support universities in their mission to support economic growth;
- encourage universities to strengthen Local Enterprise Partnerships and support small and medium sized enterprises.
- Business Schools have a very important role to play in increasing the contact between SMEs and Universities, and in sharing their skills and expertise

2.27 However, there may be other factors that need to be considered in ensuring that there is an appropriate number of highly skilled workers within the local area. Attracting people to live and work within Stoke-on-Trent and Staffordshire may also play a major role in increasing the skills levels of the local workforce, and ensuring that there is appropriate housing, a good cultural offer, high quality environment, etc, will be important in making this happen.

2.28 Retaining and attracting graduates may also play a role in ensuring the workforce has an appropriate level of skills at degree level and above. Over 31,000 students currently attend our local universities; around 10,230 students at Keele University and 21,020 at Staffordshire University. Ensuring that we are building upon the strengths of these key assets will be vital to the future economy of Stoke-on-Trent & Staffordshire, with the strengths of the universities aligning to our growth sectors. Ensuring this remains the case moving forwards and aligning the universities offer to local business needs will ultimately result in a greater proportion of graduates choosing to remain in the area as they are able to access increased employment opportunities.

2.29 The retention of graduates will be particularly important in research and development activities which are likely to underpin a number of the embryonic high value added sectors that we wish to develop in the future. Of course, our ability to attract and retain graduates will largely be dependent on being able to offer high quality employment opportunities, along with all of the other factors that make an area a good place to live.

## 3. Our Objectives

- 3.1 Our Strategic Economic Plan is built around five interlocking objectives:
- 1) **Stoke On Trent as a Core City:** to rapidly grow the heart of the city centre economy
  - 2) **Connected County:** to meet market demand for high quality employment and housing sites which are connected to the transport and communications network
  - 3) **Competitive Urban Centres:** to support the sustained economic prosperity of other important urban centres across Staffordshire
  - 4) **Sector Growth:** to boost the competitiveness of business in vital sectors with growth potential where Stoke & Staffordshire has a distinctive advantage
  - 5) **Skilled Workforce:** to ensure a balanced supply of people with the right skills and know-how needed to drive economic growth
- 3.2 The following sections set out in more detail the case for each of our objectives and their contribution to our plan.

### 1. Stoke-on-Trent as a Core City

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#### Vision

Stoke-on-Trent will rapidly grow into a Core City, with its city centre economy, a spirit of enterprise & innovation, unique indigenous energy and cultural offer to become a net contributor to UK plc. It will form the centrepiece of a powerful UK growth corridor along the M6 and strategic rail routes linking Birmingham and Manchester. We will bring forward a sustainable package of employment, housing and educational sites along a city centre spine which will enhance the scale and quality of our competitive offer to businesses, entrepreneurs, learners and residents.

#### Need & Opportunity

- 3.3 Stoke-on-Trent has made significant steps forwards in recent years and as a result saw population growth between 2001-2011 of almost 9,000 people (a 3.5% increase). This is significantly better than previous periods, however it compares with a 7.8% rise across England & Wales and a 5.2% increase across the rest of Staffordshire. Stoke-on-Trent is committed to becoming a major Core City, with population growth of in excess of 750,000.
- 3.4 Between 1997 and 2009, the average annual increase in economic output (GVA) per head for Stoke-on-Trent was 2.6 per cent. This can be compared with an average annual increase in the West Midlands region of 3.3 per cent and 4 per cent in England. So, both in terms of population and GVA growth our City has underperformed.
- 3.5 Stoke-on-Trent has been built around six towns and vibrant series of manufacturing businesses (led by the ceramics industry). This network structure traditionally provided the city with resilience and offered our residents a rich range of jobs opportunities. Today though we find ourselves needing to concentrate of development efforts on establishing a core city

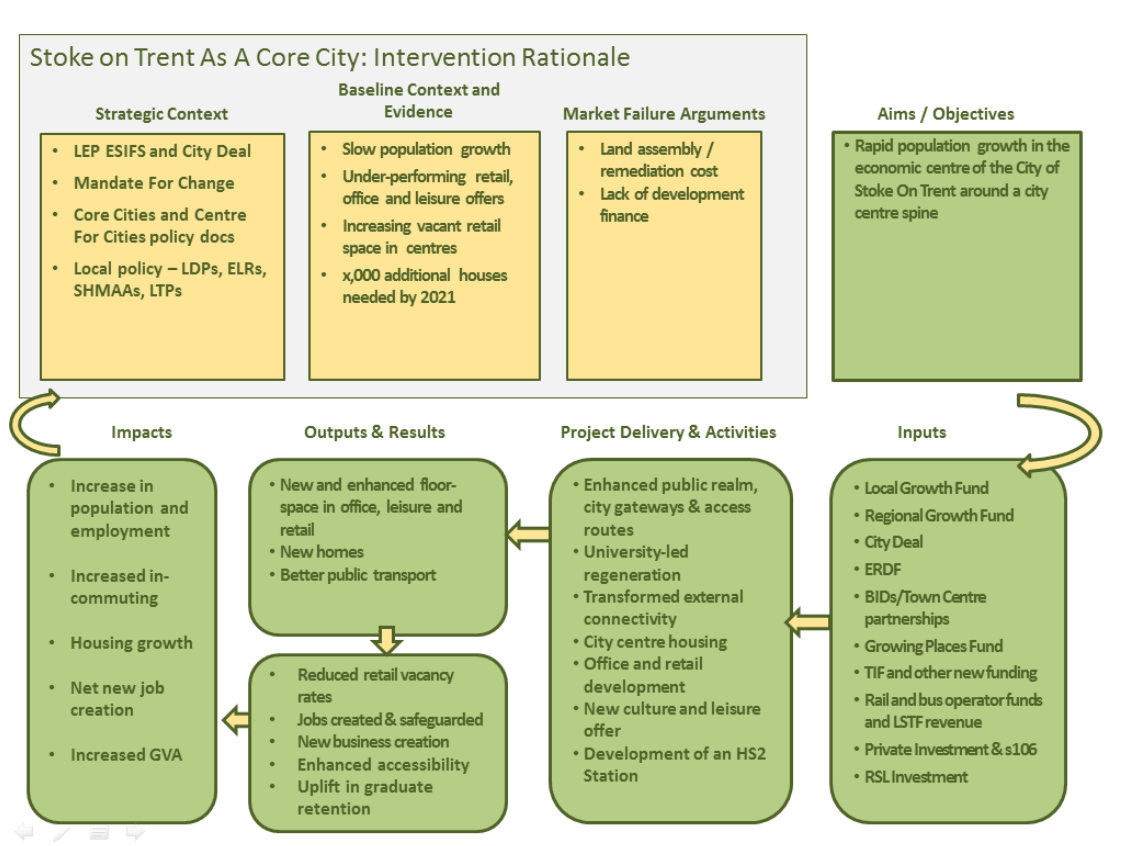


centre so we can focus investors’ and visitors’ attention towards a central spine of key residential, retail, office and educational sites through the heart of the city

- 3.6 To achieve our vision for a Stoke-on-Trent as a Core City we need a step change in the way we connect to neighbours, investors, customers and collaborators. This means the LEP will need to maximise the opportunities presented by strategic infrastructure investments, including High Speed 2 phase 2.

## Logic Model

Figure 3-1: Stoke-on-Trent as a Core City Logic Model



- 3.7 Stoke-on-Trent performs behind competitor large cities on a range of measures. Relative to its population level our retail and office space, and therefore employment are below those of an average big city. Currently Stoke-on-Trent City Centre has half the number of professional jobs that a city of its size would expect to have and therefore people who live in Stoke-on-Trent look too readily at other places to shop and to work. This causes significant economic leakages. However, there are also recent positives that need to be built on: Stoke-on-Trent was recently identified as having the 10<sup>th</sup> best rate of private sector job creation out of 64 UK cities<sup>2</sup>; and in 2013 had a record year for business start-ups<sup>3</sup>.

<sup>2</sup> Centre for Cities: “Cities Outlook 2014”

<sup>3</sup> Duport Business Confidence Report March 2014

- 3.8 Housing growth in Stoke-on-Trent can help to regenerate those parts of the city with a poor residential offer and which have been in decline. Almost 20% of lower super output areas in Stoke-on-Trent are in the 10% most deprived in England for the living environment domain. This affects perceptions of the city and deters potential workers and investors. Not surprisingly, we have a shortage of aspirational housing, including larger family homes and executive housing needed to attract highly skilled people.
- 3.9 There are a number of barriers and market failures that help explain the conurbation's relatively poor performance:
- **Land remediation and land assembly issues:** Stoke-on-Trent, like many large cities has seen a decline in its traditional industries which has led to dereliction and under use. This has been tackled over the last 30 years through a variety of initiatives but we have not replaced the jobs with higher value employment. One of the limiting factors has been the challenge of remediating sites to a quality expected by investors. Many of these sites are in accessible locations where they would result in a more sustainable pattern of development. This is a particular challenge in the conurbation. In addition, the City Centre hasn't sufficiently grown to compensate for the loss of economic activity elsewhere and hasn't been had the focus of attention it now needs. We have local examples of where investment has resulted in sustainable development.
  - **Lack of Development Finance:** the recession has hit the property market badly in Stoke – on-Trent. Private sector confidence is weak and there is a dearth of interest in investing in property.
  - **Accessibility:** connectivity is a particular challenge for Stoke-on-Trent given its multi-centred form. Ease of movement between the centres is a real constraint particularly at peak hours. Accessibility to and within the city centre by public and private transport (particularly from the national network) needs to be boosted if we are to attract more workers and visitors from outside the city. Accessibility is also a limiting factor for many of its strategic employment and housing sites and will constrain development if not addressed. Developing a range of sustainable transport links will both ease congestion and improve local residents' health.
- 3.10 Together, Stoke-on-Trent and Newcastle under Lyme have the capacity to grow and become a critical economic driver both drawing on and helping drive growth in Cheshire and across Staffordshire. The conurbation in the north of Staffordshire is well connected to strategic markets to the North & South, we have two universities and an accessible local labour pool on our door-step and the city has a density of leisure and culture facilities which, with further concentrated attention, could provide the centre-piece of city-led economic growth.
- 3.11 The LEP will need to maximise the opportunities presented by strategic infrastructure investments, including High Speed 2 phase 2. Currently, the proposed HS2 route may actually suppress potential growth in the economy of parts of the LEP area if it is bypassed. The KPMG economic impact study (2013), undertaken on behalf of HS2 Ltd, suggested that on the basis of the consultation route, up to £80million per annum could be taken out of the value of potential growth in the economy of the northern part of the LEP.

## Priorities & Action Areas

Table 3.1: Our Priorities & Action Areas for Stoke-on-Trent as a Core City

Priority	Key Action Areas
<p><b>Stoke-on-Trent City Centre</b> - rapid growth in the economic centre of the City of Stoke On Trent around a city centre spine</p>	<ul style="list-style-type: none"> <li>• Enhanced transport links, including sustainable transport investments linking strategic transport routes and residents to key centres</li> <li>• Public realm and network investment</li> <li>• Pump prime investment to bring forward office and retail schemes</li> <li>• Schemes to both promote and enhance the culture and leisure offer</li> <li>• City and town living/student housing</li> <li>• Education facilities</li> </ul>
<p><b>Housing-led Population Growth</b> – building on the city’s appetite and capacity for housing growth, as a route to driving the growth of the conurbation – creating a supply of sites and range of housing, in terms of quality, quantity and tenure.</p>	<ul style="list-style-type: none"> <li>• City-wide volume housing growth, around existing town centres and communities</li> <li>• Implementing interventions to overcome cost/value challenges in some locations</li> <li>• City Centre living, as part of a mixed-use strategy for a modern centre</li> <li>• Aspirational housing</li> <li>• Specialist housing (e.g. student accommodation)</li> </ul>

## 2. Connected County

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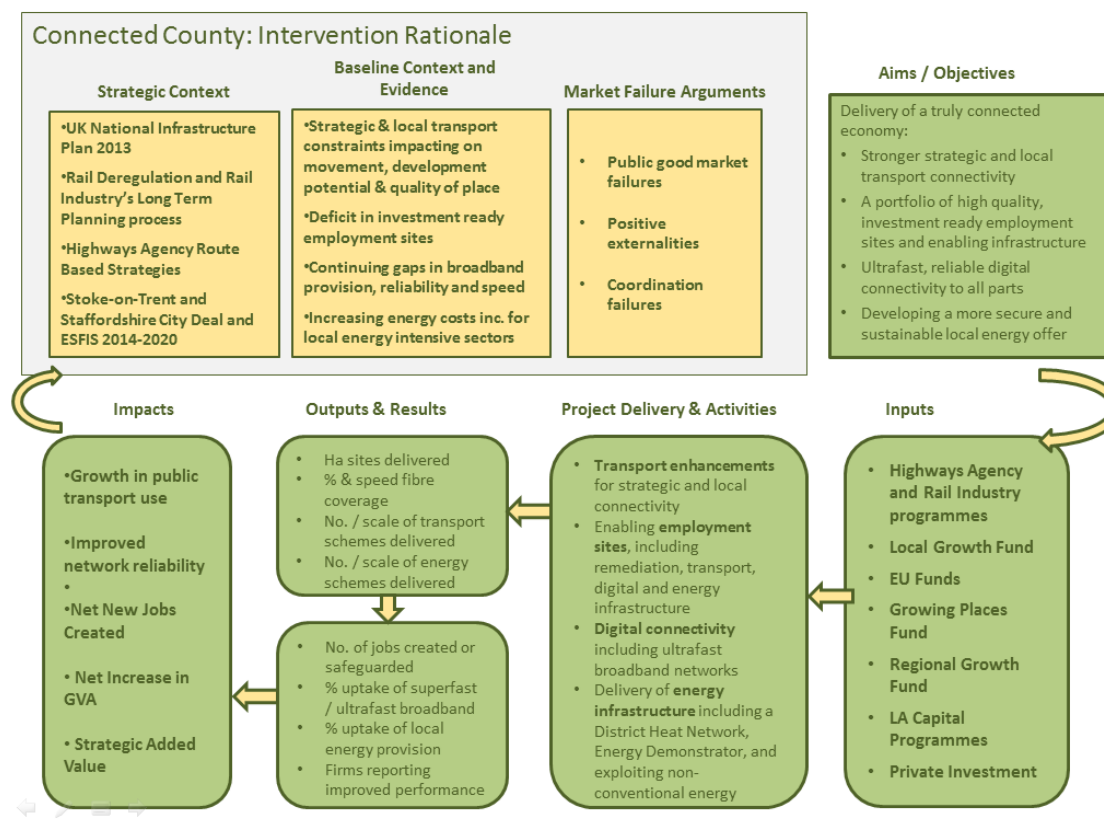
### Vision

Stoke on Trent & Staffordshire is strategically located at the centre of many of the UK's supply chains. We will build on our central location and existing linkages to deliver the transport networks, employment sites and supporting infrastructure required to make our area an attractive place to do business, work, live and visit.

- 3.10 Our vision for Competitive Connectivity is underpinned by six priority objectives built around our goal of super-connectivity:
- Develop the growth triangle of M6/West Coast Main Line Spine, the A5/M6 Toll Enterprise Belt and A38/A50 Eastern Links connection, to match the M4 as a nationally significant corridor of prosperity connecting the South East and North West regions.
  - Enabling a step change in the way we connect to neighbours, investors, customers and collaborators, by maximising the opportunities presented by strategic infrastructure investments, including High Speed 2 phase 2
  - Deliver a portfolio of high quality and investment-ready employment sites to attract new investment and to support existing businesses to expand, backed by a coordinated approach to transport, digital and energy infrastructure.
  - Continue to develop our road, bus, rail, and air networks, ensuring that we remain at the heart of a connected economy. We will work with partners to facilitate and accelerate the delivery of key transport interventions within national road and rail programmes.
  - Develop our local transport networks to provide sustainable connections and unlock housing, town centre, and employment growth
  - Continue to develop our digital connectivity infrastructure, exploring opportunities to deliver faster and more reliable connections for all parts of the LEP area and particularly our priority growth SMEs who need ready access to ultra-fast broadband.
  - Exploit our unique opportunities to develop a more secure and sustainable local energy offer through investment in low carbon and non-conventional energy infrastructure.

## Logic Model

Figure 3-2: Connected County Logic Model



## Need & Opportunity

- 3.12 Strong infrastructure underpins the growth ambitions of our LEP area. Transport connectivity will play a critical role in supporting economic flows and in unlocking investment in the necessary employment, housing and leisure developments. Coordinated investment in associated digital and energy infrastructure also underpins our approach to developing a truly connected economy.

### Transport Connectivity

- 3.13 Fast, reliable, frequent and connected transport networks are fundamentally important to the economic growth and competitiveness of the Stoke & Staffordshire LEP. Strategic linkages shape the economic opportunities facing our business and local linkages influence labour, residential and leisure flows particularly in our urban areas.
- 3.14 Our central location nationally and external rail, road and aviation connections are among our area's key strengths. We are located close to Manchester, Birmingham and Derby, and three of the UK's major airports. A triangle of corridors provide the connectivity spine between our urban centres and employment sites, and underpin our economic ties to the markets beyond our borders. The Connectivity Triangle of the M6/WCML Spine, the A5/M6 Toll Enterprise Belt and A38/A50 Eastern Links connection already play a vital role and have the potential to match the M4 as a nationally significant corridor of prosperity connecting the South East and North West regions. The LEP will also need to maximise the opportunities presented by strategic infrastructure investments, including High Speed 2 phase 2.

- 3.15 To support economic growth and attract new investment we need to maximise connectivity both to and within the area. There are a number of connectivity challenges which constrain our growth ambitions:
- **Constraints on movement:** efficient transport systems are critical in supporting the activities of our business base, promoting our area to investors, linking labour markets to employment centres, and delivering high quality places. Several of our urban areas experience significant congestion during peak travel times and the built-up nature of North Staffordshire makes sustainable and attractive transport alternatives difficult options. If unchecked, these constraints will get worse as our economy grows, inhibiting the flows of labour, commerce and leisure which underpin inclusive and sustainable economic growth.
  - **Constraints on development and growth potential:** connectivity is a constraining factor at many of our strategic investment opportunities. Addressing these limitations will help to support existing employment areas, open up priority employment and housing sites, and improve the quality of our urban centres. Our LTB priority schemes unlock housing and employment development. In addition our proposed investments in local sustainable transport networks and pinch points will unlock local plan allocations across the LEP area.
- 3.16 Both strategic connectivity (national rail and road corridors) and local connectivity interventions are needed to address these constraints. Building upon previous work undertaken as part of our City Deal negotiations and Local Transport Board (LTB) priorities, we are currently working with partners to develop a package of transport measures that:
- delivers outcomes aligned with the objectives of this strategy, the European Structural and Investment Fund Package, core strategies and the two Local Transport Plans
  - demonstrates strong value for money by optimising the economic, employment and GVA impacts of transport interventions, which will be specifically designed to unlock employment growth
  - leads to a programme prioritised on the basis of economic returns on investment, deliverability and delivery-readiness.
- 3.17 In the first instance it is our priority to address the connectivity constraints associated with our previously announced City Deal sites, however additional investment will be needed in our priority areas and corridors to support the wider economy.
- 3.18 Our Local Transport Body has already prioritised Etruria Valley Access, Stafford Western Access Road and Lichfield Southern Bypass. Each of these schemes is critical to unlocking employment and housing growth in three of our key centres. We have further developed a longer programme of upgrades to our transport network which will help unlock employment and
- 3.19 The table below provides an indication of the types of intervention and the role we expect them to have in addressing our key economic challenges.

Table 3-2: Outline of Transport Interventions

	Objective					
	Maintain and Enhance Strategic Connectivity	Efficient and Resilient transport Networks	Unlocking Strategic Employment Growth	Unlock strategic housing growth	Supporting urban growth potential	Supporting Regeneration and Social Exclusion
City and Town Centre Integrated Transport Packages		✓	✓	✓	✓	✓
City Centre access from strategic transport routes		✓	✓	✓	✓	✓
Behaviour Change Interventions			✓		✓	✓
Public Transport Interchange and Corridors		✓	✓	✓	✓	✓
Highway Pinch Point Schemes and Site Access Junctions	✓	✓	✓	✓		
Strategic Network Improvements (National Rail and Road Schemes)	✓	✓	✓		✓	
Major Highway Schemes (New Offline Capacity)	✓	✓	✓	✓		

3.20 The movement of people and goods does not stop at administrative boundaries. We understand the importance of facilitating an efficient, coherent and cohesive national network and have been actively engaged with our neighbouring LEPs driven by our location. Connections to ports and airports are critical for the success of our key sectors. In particular we have been working with the Marches, Black Country, Greater Birmingham, Worcestershire and Coventry and Warwickshire to develop a shared set of strategic transport objectives as follows;

- Enabling the movement between key employment sites, ports and airports;
- Opening-up and enhancing the locational advantage of key employments sites
- Providing good access to the area’s innovation ecosystem;
- Ensuring that the motorway, trunk road and rail networks support the area’s main freight and logistics locations and movements

The Cross LEP Statement on Transport is included in the Appendix.

3.21 In addition our LEP has been working with our neighbours in Cheshire and Warrington and D2N2 LEP. In both cases the efficient use our key road and rail corridors is of mutual importance. Examples include the M6, A50(T) and A38 (T).

### Employment Sites

3.22 Our area currently faces a significant challenge to deliver the right volume and mix of **employment sites**. In 2011, around 840 hectares of employment land was available locally, with the vast majority (over 80%) already granted planning permission. However, a large proportion of this land is not genuinely available because the critical upfront investment needed to unlock sites has not been made. Evidence from Breeze Strategy and others suggests that constraining factors include:

- **remediation:** an issue across our area, but particularly so for many of the brownfield sites in Stoke-on-Trent and the north of Staffordshire
  - **transport constraints:** both in terms of opening up physical site access and ensuring connectivity to labour markets
  - **wider infrastructure:** connectivity to appropriate (and future facing) digital and energy infrastructure.
- 3.23 Consequently, a number of our priority sites have been on-hold for over ten years. This has important implications:
- Inward investment: potential investors are put off by the delays and costs required to bring sites forward, especially given strong competition from neighbouring areas. Our supply of immediately available sites is increasingly under pressure.
  - Existing businesses: despite considerable opportunities for growth, the shortage of suitable land is acting as a brake on the expansion of local businesses.
- 3.24 Investment in remediation and infrastructure (particularly transport, digital connectivity and energy infrastructure), will play a crucial role in supporting sustainable economic growth more generally. Without it the supply chain opportunities that exist will potentially be lost to the UK.

### Digital Connectivity

- 3.25 Fast and reliable digital connectivity will play an important role in future economic growth. Superfast broadband connectivity in Stoke-on-Trent is already good and Staffordshire is currently benefitting from the Superfast Staffordshire project. This will see 97% of premises and homes having access to superfast broadband (25 Mbps+ by 2016).
- 3.26 Nevertheless, we must turn our sights to the next competitive milestone, ultrafast broadband. Bandwidth demand is expected to increase exponentially in the future and an increasing number of business products and processes require faster internet access than is generally affordable to SMEs. The EU has set a target of at least 50% of European households subscribing to internet connections above 100 Mbps by 2020<sup>4</sup>. Businesses across our area should be accessing that sort of service over the plan period to maintain and enhance the competitiveness of our economy.
- 3.27 It will also be important to address the remaining not-spots, mainly in rural areas across the LEP area. Making sure that all parts have access to fast broadband speeds will help animate our future economic growth. Our priority is not just about new infrastructure but also about driving up reliability, bringing down costs (via competition) and driving uptake.

### Energy Infrastructure

- 3.28 Our area has a unique opportunity to develop a more secure and sustainable local energy offer which benefits residents, businesses and institutions alike. We have long been associated with generating power; this is reflected in some of the energy companies operating locally which includes Alstom, ABB, Siemens Wind Power, and GE Power Conversion. We also have many high-energy consumption industries (notably ceramics and applied materials). Energy price volatility and supply insecurity hamper local business development.

<sup>4</sup> <http://ec.europa.eu/digital-agenda/en/fast-and-ultra-fast-internet-access-analysis-and-data>



- 3.29 Increased energy security is a key priority for our LEP and sits at the core of our draft City Deal proposal. Our *Powerhouse for Energy* proposals set out a strategic approach to help protect the area’s energy supply from short-term shocks and rising energy prices. We aim to achieve this through a fully integrated smart city network and by exploring local non-conventional sources such as geothermal. Localised energy generation will also be incorporated into new employment site infrastructure.

## Priorities & Action Areas

Table 3.2: Our Priorities & Action Areas for Competitive Connectivity

Priority	Key Action Areas
<b>Strategic Connections</b> – <i>Develop our strategic rail, road and air transport connectivity to ensure that our area remains at the heart of a connected economy</i>	<p>External Connectivity – Maximise the opportunities presented by strategic infrastructure investments, including High Speed 2 phase 2</p> <p>Rail Industry’s Long Term Planning process</p> <p>Rail links to Manchester Airport, and connections to Birmingham Airport, and East Midlands Airport</p> <p>Maximising the benefits Chase Line Electrification by supporting higher speeds and other associated improvements</p> <p>Collaborating with the Highways Agency on its Route Based Strategies</p> <p>Supporting the introduction of “Smart Motorways” on all of the M6</p> <p>Working with the HA to secure a pilot for ‘Smart Trunk Roads’ on the A50/ A500, A38(T)</p> <p>M54/M6/M6 Toll Link Road</p> <p>Highway Pinchpoint Schemes, including A50(T) Growth Corridor, Uttoxeter</p> <p>Delivery of the LTB Priority Schemes – Stafford Western Access Improvements, Etruria Valley Link Road, Lichfield Southern Bypass</p> <p>City Centre access from strategic transport routes</p>
<b>Strategic Employment Sites</b> – <i>enabling a portfolio of high quality and investment ready sites across the area, underpinned by strong supporting transport, digital and energy infrastructure</i>	<p><b>Priority Strategic Employment Sites:</b></p> <p>In Train: i54 South Staffordshire, Redhill Business Park (Stafford),</p> <p>First Order Priorities: Bericote Four Ashes (South Staffordshire), Stoke Town, Etruria Valley, Kingswood Lakeside (Cannock Chase), Meaford (Stone), Branston Locks (Burton), Lichfield Park (Lichfield). Highgate and Ravensdale (Tunstall), Fenton (Stoke-on-Trent), Chatterley Whitfield (Stoke-on-Trent),</p> <p>Longer Term: Blythe Vale (Blythe Bridge), Fenton Manor Quarry Site (Stoke-on-Trent), ROF Featherstone (South Staffordshire), Chatterley Valley Phase 2 (Newcastle)</p> <p><b>Enabling transport enhancements across these sites to include</b> – major highways schemes, highway pinchpoint schemes, town centre integrated transport packages / LSTF initiative and bus connectivity schemes.</p>
<b>Digital Connectivity</b> – <i>deliver a fast and reliable connection for all parts of the LEP area, with a focus on securing the roll out of ultrafast broadband</i>	<p>Securing ultra-fast broadband via vouchers and new infrastructure</p> <p>Driving forward uptake of digital services by SMEs</p>

Priority	Key Action Areas
<p><b>Sustainable Energy Infrastructure</b> –  <i>developing a more secure and sustainable local energy offer through investment in low carbon and non-conventional energy infrastructure</i></p>	<p>Centre of Excellence in Energy Security and Renewable Energy (CEESRE)                      Keele University Energy Demonstrator                      City wide District Heat Network                      Non-conventional energy including geothermal, anaerobic digestion, biomass, heat recovery, power storage, combined heat and power (CHP) and domestic-scale micro-renewables and smart grids.</p>

### 3. Competitive Urban Centres

#### Vision

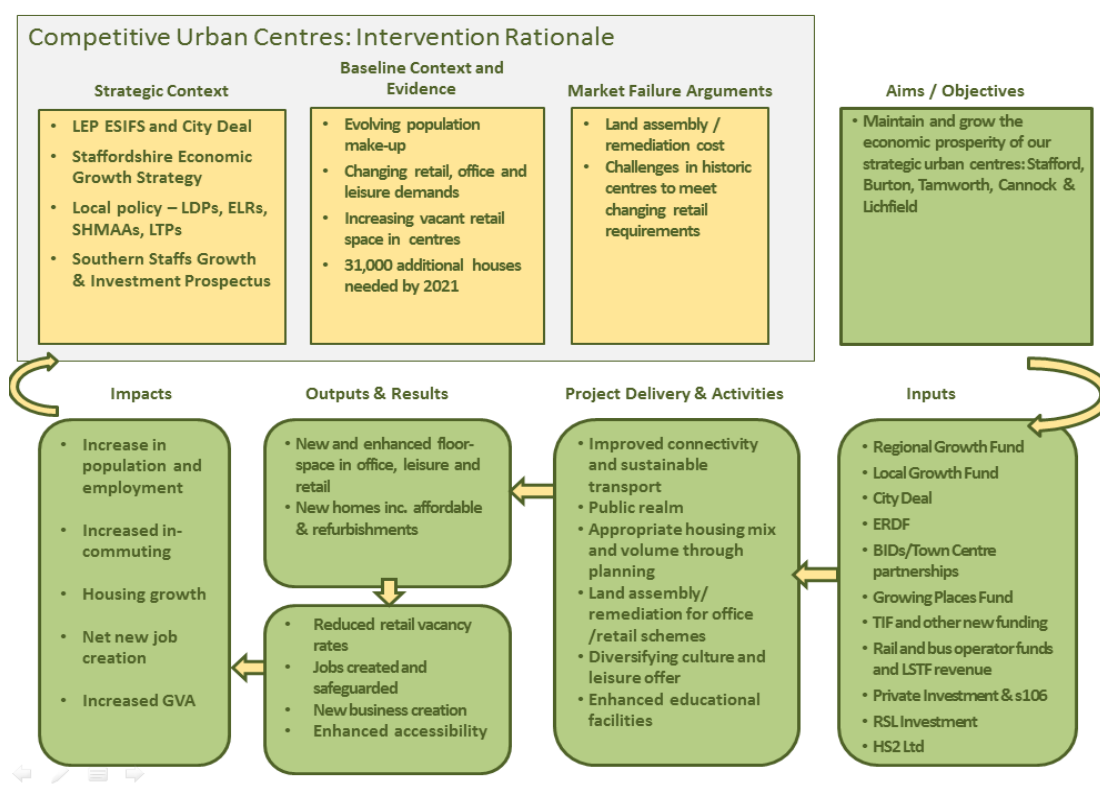
We will sustain economic growth in our town centres by encouraging sustainable economic development which meets local needs, achieves balanced communities and attracts new people to invest in, live in, work in and enjoy our urban centres.

#### Need & Opportunity

3.31 Our priority urban centres are Newcastle-under-Lyme, Stafford, Burton-on-Trent, Lichfield, Cannock and Tamworth. Future projections suggest there could be an additional 31,000 households in the Stoke-on-Trent & Staffordshire LEP area over the next ten years. We are eager that this growth is accommodated in attractive urban centres alongside Stoke-on Trent which are well-connected to employment opportunities. Our population is expected to increase by 5% over the next ten years, while among those aged 65 and over it will increase by 26%. Although these urban areas are thriving hubs of economic activity, we must sustain and evolve their offer to meet the changing needs of our growing population and to match our wider growth objectives for the LEP economy. They also act as service centres for a wider rural economy.

#### Logic Model

Figure 3-3: Competitive Urban Centres Logic Model



3.32 Beyond the Stoke on Trent and Newcastle-under-Lyme conurbation in the north of Staffordshire, we have a number of other Strategic Centres where growth can be focussed and where competitiveness needs to be maintained. These include Stafford, Burton-on-Trent,

Lichfield, Cannock and Tamworth. The issues facing these centres are varied however four core factors are key to their ongoing success:

- **Increasing amounts of vacant retail space:** partly due to internet-driven changes in shopping habits, but also because of the difficulty some of these historic centres have adjusting to modern retailing patterns, alongside stiff out of centre retail competition. Harnessing our heritage assets offers a niche opportunity in a number of locations attracting visitors and customers as well as safeguarding the built environment.
- **Challenges in re-orienting the retail offer:** introducing new uses for buildings without public intervention is often difficult due to land ownership issues and when it does happen can all too easily lead to lower value activities which detract from our desire for attractive and vibrant places with a mixed offer.
- **Stiff neighbouring competition:** many of these centres are within the economic sphere of influence of large conurbations such as Greater Birmingham and Greater Manchester. The connectivity benefits for work, shopping and leisure create a challenge for these centres and it is important that these centres define their own distinctive selling point to remain and improve their competitiveness.
- **Housing affordability:** particularly around South Staffordshire and Lichfield where house prices are considerably higher, affordability is the key issue. These districts need to encourage more affordable housing to retain young people and key workers. This helps to keep communities together, but can also address skill gaps by ensuring that a full spectrum of skills is available to local employers.
- **Connectivity** – Within each of these centres there are opportunities to build on sustainable transport initiatives which improve access as well as the health of residents. Recent projects across the LEP area have been successful in building multi modal networks and these represent an opportunity for the future in the delivery programme.

## Priorities & Action Areas

Table 3.3: Our Priorities & Action Areas for Competitive Urban Centres

Priority	Key Action Areas
<p><b>Strategic Centres</b> – growth of our other strategic centres including Newcastle-under-Lyme, Stafford, Burton-on-Trent, Lichfield, Cannock and Tamworth, to be key hubs for services, employment and leisure.</p>	<ul style="list-style-type: none"> <li>• Enhanced transport links, including sustainable transport investments linking strategic transport routes and residents to key centres</li> <li>• Public realm and network investment</li> <li>• Pump prime investment to bring forward office and retail schemes</li> <li>• Schemes to both promote and enhance the culture and leisure offer</li> <li>• City and town living/student housing</li> <li>• Education facilities</li> <li>• Heritage led regeneration</li> </ul>

## 4. Sector Growth

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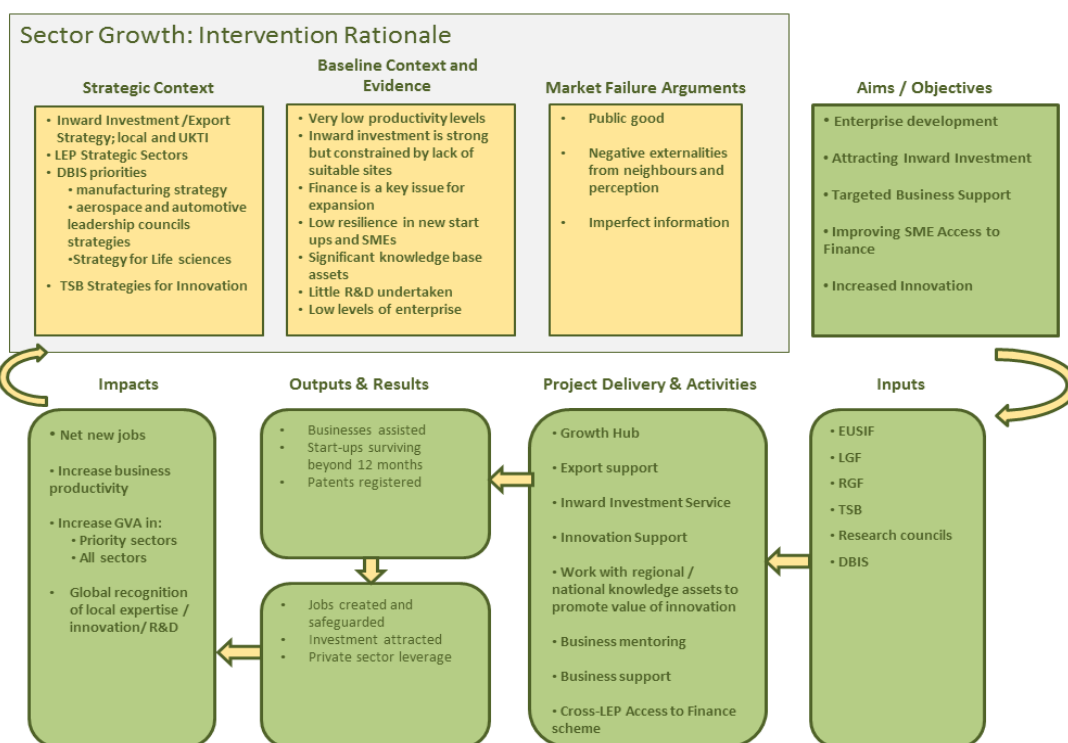
### Vision

We will ensure globally competitive innovation, investment and enterprise-led expansion in large & small businesses across our priority sectors.

- 3.33 Our priority businesses have been identified by focussing on sectors where there are global growth prospects and where Stoke-on-Trent & Staffordshire has a distinctive competitive advantage. Our priority sectors site in two groups:
- Five Advanced Manufacturing sectors: Applied Materials, Agri-tech, Aero-Auto, Medical Technology and Energy Generation
  - Two further Barometer sectors, which help to benchmark progress towards a more mature local economy: Business and Professional Services, and Tourism and Leisure.
- 3.34 Our Sector ambitions will be driven forward by the commitments to sites and transport in other objectives, however there are five critical priorities which must be addressed for these businesses to grow and prosper:
- **Enterprise:** supporting entrepreneurs to start new businesses
  - **Inward Investment and Trade:** promoting our area as a location for inward investment and supporting businesses to increase their exports
  - **Innovation:** facilitating better use of knowledge by helping businesses commercialise R&D and innovation
  - **Business Support:** targeted assistance to develop and grow our most important businesses, particularly in priority sectors
  - **Access to Finance:** improve access to investment for businesses with growth ambitions
  - **Skills:** improving the skills levels of the local workforce at all levels so that businesses have access to skilled, qualified and experienced staff

## Logic Model

Figure: 3-4: Sector Growth Logic Model



## Need & Opportunity

### Enterprise

- 3.35 Stoke-on-Trent and Staffordshire is underperforming in terms of enterprise. We lag far behind the national average in terms of business start-ups. In 2010, there were just 42 business start-ups per 10,000 resident population in Staffordshire and 33 in Stoke-on-Trent compared to 51 in Great Britain as a whole. Start-ups and support for their growth can be improved and these can play an important role in job creation and developing stronger supply chains in these core sectors.

### Inward Investment & Trade

- 3.36 Continued Inward Investment is needed to generate further new employment opportunities, while also targeting companies within our priority sectors to build a higher value and more sustainable local economy. We must create the right conditions for inward investment in terms of employment sites, skilled workforce and infrastructure and ensure a capable, supporting supply chain is in place.
- 3.37 It is estimated that around 17% of all employment in the LEP area is in export-intensive businesses. We must see that figure move upwards if we are to drive the economy forward. Increasing overseas activities and supplying large companies abroad is vital if we are to in forming relationships with countries and companies which ultimately translates back into inward investment.

## Innovation

- 3.38 Levels of innovation in Stoke-on-Trent & Staffordshire are comparatively low. Only 0.1% of the workforce engages in R&D activities against 0.4% nationally, and the area ranks 35<sup>th</sup> out of 39 LEP areas in terms of number of patents per 10,000 residents at 3.4 per 10,000 residents compared to the England average of 10.6. Our SMEs should make better use of local and national innovation services and assets to stimulate growth and develop higher value products, especially in our priority growth sectors. We need a fuller understanding of the needs of key larger companies and the potential role UK assets can have in driving up R&D-led innovation and how best this assistance can be accessed.
- 3.39 Despite some very strong and internationally renowned businesses and academic facilities, Stoke on Trent and Staffordshire currently lacks a recognised R&D centre of excellence which can support our local businesses, attract expertise and catalyse investment in our economy. We are committed to building on our base in Advanced Applied Material to explore scope and potential for a beacon innovation facility for this sector.

## Business Support & Finance

- 3.40 Access to finance and investment readiness are key themes in our suite of priorities. During the on-going economic downturn, access to equity and debt finance has been a significant challenge for companies and proven to be a major constraint on growth. We are collaborating with the five other West Midlands LEPs to explore a cross-boundary finance initiative to support business enterprise and innovation.
- 3.41 The business support offer in Stoke-on-Trent and Staffordshire is characterised by a multiplicity of channels and programmes which represents both a challenge and an opportunity. We have introduced a helpline as a starting point which has proven popular and through our City Deal we now intend to develop this into a Growth Hub. This will provide leadership, mentorship and support, simplifying access and increasing take up of local and national services.
- 3.42 Although our core focus is on the priority sectors, our scope will embrace complementary sectors (eg digital and creative which sits as part of the wider business and professional services sector and plays a crucial supply chain role in Advanced Manufacturing sectors) and support diversification via exporting and inward investment. Contributors to this work include Universities, Chambers of Commerce, Social Enterprises, practitioners and Colleges both within our area, in adjacent areas, nationally, and internationally..

## Priorities & Action Areas

Table 3.4: Our Priorities & Action Areas for Sector Growth

Priority	Key Action Areas
<b>Enterprise – promoting and supporting enterprise and new business creation</b>	Early stage support and mentoring Enterprise networks Social enterprise support programme Enterprise and incubation centres
<b>Inward Investment and Trade – promoting our area as a location for inward investment and supporting existing businesses to increase their exports</b>	International trade support for SMEs Inward investment support service Create a stronger perception of the LEP area amongst potential investors.

Priority	Key Action Areas
<b>Innovation</b> – <i>support businesses to undertake more R&amp;D and innovation and to commercialise the outcomes of this</i>	<ul style="list-style-type: none"> <li>Applied Materials Research and Innovation Centre</li> <li>Centre of Excellence in Energy Security and Renewable Energy</li> <li>Innovation infrastructure</li> <li>Investment readiness</li> <li>Innovation networks</li> <li>Collaborative research and knowledge transfer programmes</li> <li>Innovation vouchers and commercialisation support</li> </ul>
<b>Business Support</b> – <i>support businesses to develop and grow, particularly in priority sectors</i>	<ul style="list-style-type: none"> <li>Access to national programmes including MAS, Growth Accelerator, and UKTI</li> <li>Growth Hub</li> <li>Bespoke priority sector development interventions</li> </ul>
<b>Access to Finance</b> – <i>improve access to finance for businesses with ambition to grow</i>	<ul style="list-style-type: none"> <li>West Midlands fund of funds</li> <li>Build on existing loan fund mechanisms in LEP area</li> <li>Business Angel investment projects</li> <li>A strategy to help local companies access Regional Growth Fund and similar programmes</li> </ul>



## 5. Skilled Workforce

### Vision

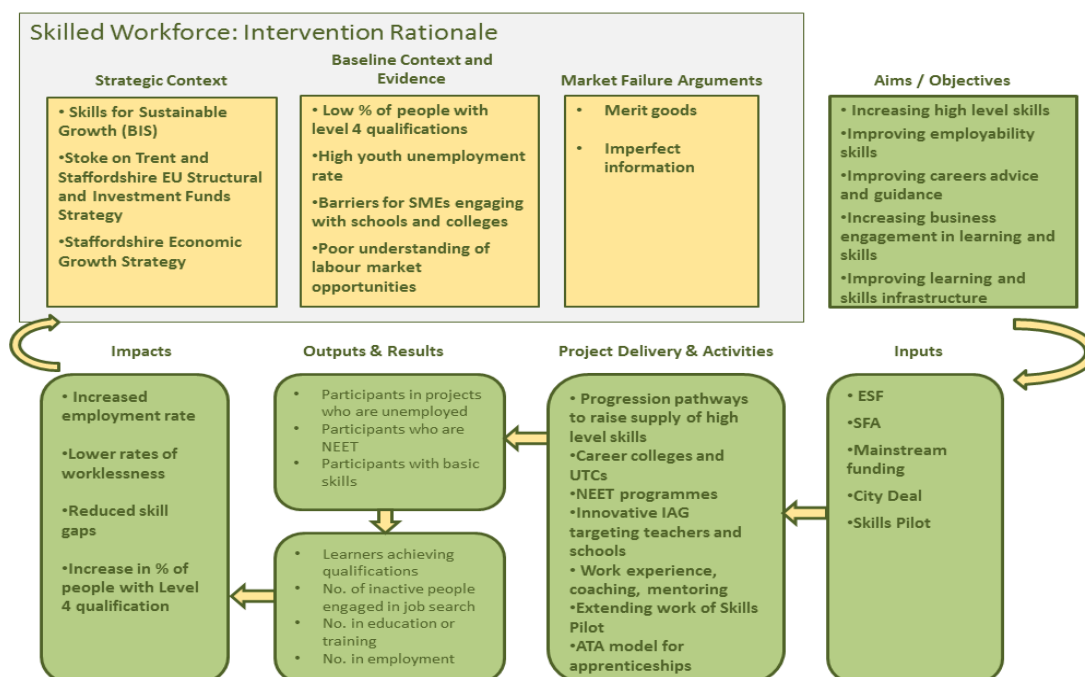
We will develop a modern and flexible skills offer which enables all people to accessibly up-skill and re-skill so we can match the growing needs of Stoke-on-Trent and Staffordshire’s priority sectors.

3.43 The skills agenda in Stoke-on-Trent & Staffordshire presents us with a significant challenge as set out below and in our supporting evidence which we will address across five priority areas of focus

- **Higher Level Skills:** develop high level skills to meet the needs of our priority and other high-value and growth sectors
- **Employability:** improve skills for employment to allow all people to participate in the workforce
- **Career Choice:** improving careers decision making and skills development to ensure strong match-up between local skills and employment opportunities
- **Business Engagement in Learning and Skills:** develop greater involvement of businesses with skills provision
- **Learning and Skills Infrastructure:** development of high quality education and training facilities in our area.

### Logic Model

Figure 3.5: Skilled Workforce Logic Model



## Need & Opportunity

### High Level Skills

- 3.44 Only 25% of working age people in the LEP area hold a degree-level qualification, which is nine percentage points below the average for England. This partly reflects low demand for high level skills from local employers, but also means there is too narrow a range of employment opportunities to keep highly skilled people in the LEP area. There is evidence that those employers who are looking for high-level skills are experiencing skill shortages, especially in our priority sectors. Nationally, demand for high-level skills is also expected to grow, which could generate an estimated 9,500 positions in Level Three and Four positions in key sectors over the next ten years. We need to focus on raising demand locally for high-level skills and ensuring that supply is responsive to the needs of key sectors.

### Employability

- 3.45 Youth unemployment is high in our area; 18% of 16-24 year olds in Stoke-on-Trent and Staffordshire are unemployed, compared to 4% of 25 to 64 year olds. There are a number of causes for this, however poor employability skills is often identified in local business surveys as a major factor. This includes softer skills such as communication and team working as well as basic skills such as numeracy and literacy. Thereafter there are a range of pathways into further and higher education which are being utilised and have the potential for further development.

### Career Choice

- 3.46 A further explanation for high rates of youth unemployment (but also relevant to adults) is the poor understanding of labour market opportunities. This is crucial not only to increasing the chances of finding employment but also to the effective functioning of the skills system, which relies on well-informed people choosing courses which are relevant to the needs of employers. There are too many young people choosing courses in subjects with few corresponding local job opportunities. Older people are also experiencing challenges in adjusting following redundancy in some of Stoke-on-Trent and Staffordshire's traditional sectors. Many of these people may face particular difficulties finding work because of a lack of transferrable skills or a lack of knowledge about their options for re-training. We also need to ensure that the skills in the workforce meet the needs of the community as a whole for instance, it is clear the health and care sector is set to grow massively over the coming decades. Although this sector is unlikely to directly boost our underlying competitiveness, it will be an important source of employment for many of our local residents.

### Business Engagement in Skills

- 3.47 Stoke-on-Trent and Staffordshire needs a demand-led skills system. There is a persistent mismatch between the skills that employers look for and those delivered by the education system. Getting this right would not only better prepare learners to access employment opportunities in Stoke-on-Trent and Staffordshire, but could also contribute to the productivity and growth of the whole economy. Recent changes to policy go further than any previous measures in terms of transferring power away from central control and putting employers at the heart of the decision making process. Accompanied by the greater freedom for colleges and other training providers, there is a genuine opportunity to try new and

innovative solutions for engaging employers and demonstrating the benefits of investing in their workforce.

- 3.48 However these opportunities also have to be weighed against the demands placed on employers, both in terms of engaging with training providers and investing in training and workforce development at a time when the prospects for growth are uncertain. This is a particular ask for smaller SMEs, which, the evidence base shows, have a much lower propensity to train their staff and engage with FE Colleges than larger businesses.

### Learning and Skills Infrastructure

- 3.49 The Skills Funding Agency has published evidence that many learners at colleges in Stoke-on-Trent and Staffordshire have a substandard experience due to poor estate and facilities. In order to meet the needs of the LEP’s growth sectors, learners need environments which match their future workplace. For engineering sectors, this means having access to state of the art workshops and the latest technology and ensuring that training is better aligned to the needs of employers. This includes the potential offered by a new HS2 College, which would be ideally situated in the LEP area, building on the expertise of local employers, Universities and existing Further Education providers.
- 3.50 Strong connectivity and transport networks are critical to our skills and employment interventions. If we are to deliver socially inclusive and sustainable economic growth, residents across our area must be able to readily access learning and training opportunities. Learning facilities in our town centres contribute to their vitality and vibrancy and represent an opportunity to maximise the benefits of investment.

### Priorities & Action Areas

Table 3.5: Our Priorities & Action Areas for Skilled Workforce	
Priority	Key Action Areas
<b>Higher Level Skills</b> – <i>develop high level skills to meet the needs of our priority and other high-value and growth sectors</i>	<ul style="list-style-type: none"> <li>• Initiatives that promote and increase the wider use of Higher Apprenticeships.</li> <li>• Internships and placement schemes for graduates in local businesses to raise employability and raise demand for high level skills</li> <li>• Progression pathways: raising aspirations of residents to go to University</li> <li>• Developing career colleges/University Technical Colleges: sector focused FE colleges linked to Stoke-on-Trent and Staffordshire priority sectors</li> <li>• Leadership &amp; Management Centre a Keele</li> </ul>
<b>Employability</b> – <i>improve skills for employment to allow all people to participate in the workforce</i>	<ul style="list-style-type: none"> <li>• Provision for unemployed people who are not eligible for the Work Programme</li> <li>• Tailored NEET programmes and prevention</li> <li>• Work experience, coaching and mentoring schemes</li> <li>• The development of vocational routes into employment particularly, traineeships, apprenticeships and internships.</li> <li>• Programmes that support local employers to recruit those young people that are disengaged (Apprenticeships, Traineeships and work experience).</li> <li>• Targeted programmes for vulnerable groups (people in care, offenders, disabled etc.)</li> </ul>

Priority	Key Action Areas
<b>Career Choice</b> – <i>improving careers decision making and skills development to ensure strong match-up between local skills and employment opportunities</i>	<ul style="list-style-type: none"> <li>• Innovative IAG projects which start earlier</li> <li>• Interventions targeting teachers in schools so they understand the skill needs of employers and relate these to learners</li> <li>• Interventions targeting parents who can influence aspirations of children</li> <li>• Local centres based on JET model which can link people to jobs or training opportunities in the local area.</li> </ul>
<b>Business Engagement in Learning and Skills</b> – <i>develop greater involvement of businesses with skills provision</i>	<ul style="list-style-type: none"> <li>• Extending the work of the Skills Pilot which identifies the key skills required in Stoke-on-Trent and Staffordshires’ growth sectors</li> <li>• Developing career Colleges/UTCs: sector focused FE Colleges where employers determine the curriculum</li> <li>• ATA model for apprenticeships</li> </ul>
<b>Learning and Skills Infrastructure</b> – <i>development of high quality education and training facilities in our area</i>	<ul style="list-style-type: none"> <li>• Improvements to the quality and infrastructure of the estate to ensure it can develop world class skills</li> <li>• Improvements to the technology available to students to ensure they are trained on cutting edge technologies</li> <li>• Rolling out the FABLAB model for Stoke-on-Trent and Staffordshire where colleges and SMEs can share access to latest technologies.</li> <li>• Involvement of employers in identifying key infrastructure and technology requirements to ensure skills are relevant to employers.</li> </ul>

## 4. Our Approach

### Our Partnership

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- 4.1 The success of our Strategic Investment Plan will in large part depend upon the engagement and support of our partners together with the management and governance arrangements which we, the LEP, put in place. In developing the SEP we have engaged Businesses, Developers, Local Authorities, Government Agencies, Universities, Colleges, Housing Partners, Social Enterprises and others. We have held events across the LEP area, attended local meetings, and held thematic and geographically focussed events..
- 4.2 Our objective in developing a governance structure is to maximise policy coherence and performance impact of the programme of investments we oversee. Although the exact arrangements with central government are still to be advised, Stoke-on-Trent and Staffordshire LEP has developed its governance arrangements in preparation for EU, Structural and Investment Funds, City Deal and Local Growth Fund responsibilities. These include clear decision making and programme management to provide an audit trail and evidence for funding decisions. For instance we have a Local Transport Body with an agreed Assurance Framework and clear terms of reference and already administer a Growing Places Fund allocation of £10.6m which has been allocated to projects. Proposals are tested against a standard set of tests at the outline and full stage. The LEP is therefore well-placed to accommodate these responsibilities and ready to agree the exact division of roles with central government over the coming months. Currently the Stoke-on-Trent and Staffordshire LEP working with its accountable Local Authorities is planning to be responsible for:
- developing LEP Strategic Economic Plans and Priorities
  - generating intelligence on economic needs and programme performance in the Stoke-on-Trent and Staffordshire LEP area
  - helping improve the quality and potential impact of local investment proposals
  - commissioning projects
  - ensuring broad support for and commitment to projects/ programmes
  - generating management information processes to review understand progress and performance on delivery.
- 4.3 The Stoke-on-Trent and Staffordshire LEP is keen to confirm the precise division of responsibilities with central government for Local Growth Fund, and EU SIF including detailed appraisal and programme performance (including agreeing project variations).
- 4.4 In addition, we will identify ways of pooling resources. A notable example of how this has been achieved successfully is the joint Stoke-on-Trent and Staffordshire inward investment service (Make It Stoke-on-Trent & Staffordshire). Further developments include the creation of a joint LEP-wide Growth Hub, to provide business support (including overseas trade and innovation support) and the establishment of a joint Education Trust.

## Existing Pooling and Joint Working Across Stoke-on-Trent and Staffordshire

- Inward Investment Services
- Growth Hub
- Education Business Trust
- Wheels to Work and Home To Work Programmes

### Local Roles and Membership

- 4.5 We are committed to use (and where required develop) existing groups rather than create completely separate governance apparatus for each area of LEP responsibility. At this stage, we are simply presenting how our current structure matches the oversight needs we expect to acquire. In due course we will refine our plans to demonstrate how they integrate with our wider investment responsibilities and the detailed roles being taken on by central government.
- 4.6 Within the Stoke-on-Trent and Staffordshire LEP we propose three tiers of responsibility for overseeing our investment programmes: the LEP, the Executive Group, and a series of theme groups, as detailed below.

Table 4.1 Responsibilities	
Role	Membership
Local Enterprise Partnership	
Shapes the strategy, priorities and targets Holds the Board to account	Includes all LA and business members of the LEP Board
Executive Group	
To manage the delivery of the LEP's priorities. This will include: <ul style="list-style-type: none"> <li>• Details of procurement, commissioning</li> <li>• Recommendations on priority projects to Managing Authority</li> </ul> Analysing and disseminating intelligence on conditions and performance.	<ul style="list-style-type: none"> <li>• Sub Group Chairs</li> <li>• LEP Vice Chair</li> <li>• Accountable Bodies</li> <li>• LEP Chair (ex officio)</li> </ul> Accountable to the Enterprise Partnership Supported and attended by key members of the Secretariat including District, Borough, County, City, and Chamber staff NB. A LA Funding Management Group will deal with operational financial matters
Theme Group: Funding Management	
Monitoring and management of funding allocations: <ul style="list-style-type: none"> <li>• Representative group of Accountable Bodies</li> <li>• Operational Management and accountability for funding programmes</li> </ul> Sign off of funding allocations	<ul style="list-style-type: none"> <li>• LEP Board representative (chair)</li> <li>• Local Authority representatives (Staffordshire County Council and Stoke-on-Trent City Council) and a S151 rep.</li> <li>• Business (1)</li> </ul>
Theme Groups x6 (Strategic Funding, Sectors and Inward Investment, Business Growth and Innovation, Sites and Infrastructure, Housing and Place, Education Trust; DMP also supports the LEP)	
To drive delivery of the LEP's priorities	Membership will vary across groups but drawn from:

<ul style="list-style-type: none"> <li>Stimulating feedstock of project proposals</li> <li>Generating insights into economic opportunities and threats</li> <li>Assessing strategic fit on long list of proposals</li> <li>Prioritising projects for more detailed development</li> </ul>	<ul style="list-style-type: none"> <li>Local authority</li> <li>Keele University</li> <li>Staffordshire University</li> <li>Sector development agencies (eg CERAM)</li> <li>Business intermediaries</li> <li>Other strategic partners (eg Make it Stoke-on-Trent and Staffordshire)</li> </ul> <p>Accountable to the Executive Group</p> <ul style="list-style-type: none"> <li>May form task groups which include a broader range of stakeholders</li> </ul>
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## Delivery Processes

4.7 The Stoke-on-Trent and Staffordshire LEP is keen to exploit the most efficient and effective routes to delivery. The table below indicates our understanding of the likely avenues and how they will be used.

Route	Our Plans
National Opt-Ins	Stoke-on-Trent and Staffordshire LEP will use opt-ins and negotiate local adaptations with national agencies delivering these programmes with agreed outputs.
Regional & Wider Schemes	We work with neighbours collaboratively on transport, and a range of other areas including Universities. As an example we have begun to work with our neighbouring LEPs to agree areas for co-investment. We are working towards a regional approach to financial instruments and supporting the advanced manufacturing sector under a wider Smart Specialisation programme. A number of other elements may also lend themselves to a collaborative model.
Commissioning	The LEP does not see itself directing delivery. It will work with partners and others to commission the activities set out in this plan. This will continue to be done flexibly by exploiting opportunities for collaborative schemes where either economies of scale result or the impact and benefit to our businesses is enhanced.
Calls for Projects	Where the LEP has no relationships with a high quality credible operator (a pre-requisite for commissioning) we will go out more widely to secure bids in response to specific calls for proposals to bring forward essential gap-filling initiatives.

## Working with Other LEPs

4.8 The Stoke-on-Trent and Staffordshire LEP has worked closely with a number of other LEPs in developing our programme (particularly through the ESIF Strategy work), most notably with the five other LEPs in the West Midlands area particularly GBSLEP where we are working to align our approach in the overlapping area to maximise economic benefit for the wider economy. In addition, we have also shared thinking with D2N2 LEP, and Cheshire and Warrington LEP and will be working collaboratively with them. There are several areas of our strategy where we anticipate close-working with other LEPs. These include the following:

Table 4.2 Summary of Cross-LEP Delivery Plans

Strategic Investment Area	Other LEPs Being Collaborated With
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Strategic Investment Area	Other LEPs Being Collaborated With
Competitive Connectivity Joint work on strategic needs and evidence for investment and the development of an agreed statement (See part 3)  Development of common programme proposals in overlapping areas linked to the promoting authority.	Greater Birmingham and Solihull LEP Black Country LEP Marches LEP Coventry and Warwickshire LEP Worcestershire LEP
Environment Joint Statement developed for West Midlands LEPs on intent to collaborate on EU priorities on low carbon, climate change and the environment – August 2013	Greater Birmingham and Solihull LEP Black Country LEP Marches LEP Coventry and Warwickshire LEP Worcestershire LEP
Innovation Joint statements developed on Smart Specialisation and Research, Development, Technology and Innovation (RDTI)	Greater Birmingham and Solihull LEP Black Country LEP Marches LEP Worcestershire LEP
Joint statement developed with West Midlands LEPs on use of Financial Engineering Instruments	Greater Birmingham and Solihull LEP Black Country LEP Marches LEP Coventry and Warwickshire LEP Worcestershire LEP
SME Competitiveness Business support	D2N2 LEP Cheshire and Warrington LEP Greater Birmingham and Solihull LEP Black Country LEP Marches LEP Coventry and Warwickshire LEP Worcestershire LEP

- 4.9 The LEP has developed a draft cross-LEP memorandum of understanding with GBSLEP for the overlapping area. In addition we are working with other LEP to ensure that the impact of EU Funding is maximised to create growth and employment. We are also working with the West of England and North East LEPs on the Skills Pilot, which gives us the opportunity to identify best practice in the skills arena, which we can apply in our LEP area where appropriate.

## Our Commitment

- 4.10 We recognise the responsibilities being considered for the Stoke-on-Trent and Staffordshire LEP represent a significant step-change and place a burden of responsibility and risk upon our partnerships and the investment plan we have developed. The recent signing of our City Deal is a valuable start in this. As the local growth deal negotiations progress we will progressively flesh out the detail over the coming months and years as we demonstrate our value and impact and accordingly acquire greater responsibility. Our progress will be assessed against a number of important tests:
- **Demonstrating wider commitment to growth:** the strategy we have developed sets out a sustainable plan across the whole Local Enterprise Partnership area and provides a framework against which other investments can be planned (beyond the Local Growth Fund). Central to our plans is a commitment to creating a compelling environment to attract private investment behind our growth objectives. More widely partners are



committed to aligning policies and plans under our statutory responsibilities behind the agreed vision for sites, housing and transport. In demonstrating accountability we already publish a regular dashboard of our performance and delivery to inform members and partners.

- **Aligning or pooling local authority capital and revenue spend on growth:** over the coming months, as partners flesh out the next tier of details in our investment plan we will assemble a cocktail of investment which includes our core capital and revenue streams. Partners are clear that these additional responsibilities should add to the investments already planned and not displace or supplant any mainstream spending to support growth. There should be evidence of a clear asset management strategy across the Local Enterprise Partnership area,
- **Effective collaboration on economic development activities:** we have made strong progress bringing together partners to guide the Strategic Economic Plan and investment priorities. The LEP has already established a single inward investment team, a single business helpline, and governance arrangements for making joint decisions and overseeing progress towards our goals. In due course we will explore opportunities to further consolidate our capacity behind a more joined up approach.
- **Maximising the synergies with wider local growth programmes:** the LEP has built upon the same evidence base as other local growth programmes, and our growing sense of shared priorities to develop this plan. During the course of the exercise, we have explored strategic and investment linkages between the Private Sector, Local Growth Fund, Growing Places Fund, EU SIF and City Deal plans to ensure they are reinforcing but not duplicating. Going forward we will endeavour to ensure we continue to exploit synergies, secure efficiencies and maximise leverage from our investments.
- **Maximising the potential of Local Authority Assets:** As demonstrated in our implementation plan many of our proposals utilise Local Authority and other public sector assets. Examples include land for housing in Stoke-on-Trent, land for employment development in Stafford and Cannock, land and assets for town centre development in Stoke-on-Trent, Newcastle-under-Lyme, Tamworth, and Lichfield. More detail can be provide if required.

## Wider Asks?

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- 4.11 We remain committed to the “Asks” we sought through the development of our City Deal and we see the Strategic Economic Plan as being the means by which a number of these will be delivered particularly investment in Sites and Infrastructure.
- 4.12 The Local Growth Fund is a significant positive step in the Government’s decentralisation agenda. We have developed our SEP as a starting point in our ambition to secure a long term devolution of accountability and funding. We strongly believe with the sentiment of Lord Heseltine that local areas are best placed to make the decisions that will deliver jobs and economic growth, and therefore there is clearly an opportunity for the decentralisation of funding and powers to go much further. Our City Deal work has provided us with a valuable insight into Government expectations and the necessary requirement to evidence investment decisions. We look to Government departments to work with us to continue to develop this devolutionary process.
- 4.13 Government should continue to work towards further devolvement of funding, in line with the recommendations of the Heseltine Review. Rather than highlighting which specific funding streams should be included in the Local Growth Fund in future years, we believe that

it is important to stress that as many funding streams as possible that can be better delivered locally should be devolved. The disparate nature of funding streams at present makes it more difficult to plan appropriately and focus on the strategic priorities that will really deliver growth in our area. For example, the thirty plus different national programmes that exist to tackle worklessness make it difficult to target the correct interventions towards the right people. A single devolved pot would allow the design of a much slimmer number of programmes specifically designed to target the issues that exist in our area. Whilst we acknowledge that this will not happen overnight, it is something that should be actively worked towards and our City Deal, SEP and EU Investment Strategy provide a basis to do this.

- 4.14 Delivery of capital projects requires a degree of certainty about allocations. In its Local Transport Plan Settlements the Department for Transport adopted the practice of providing indicative allocations for future years. This approach allowed the commissioners and industry to plan over a longer term leading to improved efficiencies and the avoidance of a financial year based investment approach. We would hope that this good practice could be extended as it would allow us to plan more effectively in commissioning projects and assessing priorities.

## STOKE-ON-TRENT AND STAFFORDSHIRE GROWTH DEAL

The Stoke-on-Trent and Staffordshire Growth Deal will open up five key employment sites identified in the Stoke-on-Trent and Staffordshire City Deal which was agreed with Government in March 2014. The Growth Deal will also build the new Stafford Western Access highway to ease congestion into Stafford and make further employment and housing sites viable.

The Growth Deal will, subject to a satisfactory conclusion of the funding agreement, bring together local, national and private funding as well as new freedoms and flexibilities to focus on the key priority areas as identified in the Local Enterprise Partnership's Strategic Economic Plan:

- Opening up access to key employment sites identified in the City Deal
- Improving connectivity and easing congestion and
- Sector growth and a skilled workforce.

Stoke-on-Trent and Staffordshire Local Enterprise Partnership has secured **£82.3m from the Government's Local Growth fund to support economic growth in the area – with £13.6m of funding confirmed for 2015-16 and £14.1m confirmed for 2016-17 to 2021**. This includes:

- As part of the Government's ongoing commitment to the Stoke-on-Trent and Staffordshire LEP a provisional award of a further £34m for projects starting in 2016 and beyond; and
- £20.6m of funding which the Government has previously committed as part of Local Growth Deal funding to the area.

This substantial investment from Government will **bring forward at least £19m of additional investment from local partners and the private sector. Combined together this will create a total new investment package of £101.3m for the Stoke-on-Trent and Staffordshire area.**

By 2021, this Deal will create at least 5,000 jobs and allow 1,000 new homes to be built.

The Stoke-on-Trent and Staffordshire Local Enterprise Partnership brings together Stoke-on-Trent City Council, Staffordshire County Council, Cannock Chase District Council, East Staffordshire Borough Council, Lichfield District Council, Newcastle-under-Lyme Borough Council, Staffordshire Moorlands District Council, Stafford Borough Council, South Staffordshire Council, Tamworth Borough Council, Staffordshire Chambers of Commerce, Burton and District Chamber of Commerce, Chase Chamber of Commerce, Lichfield & Tamworth Chamber of Commerce, Federation of Small Businesses, Keele University and Staffordshire University.

### Summary of Stoke-on-Trent and Staffordshire Growth Deal projects and funding

<b>Stoke-on-Trent and Staffordshire LEP Local Growth Fund breakdown (£m)</b>			
	<b>2015/6</b>	<b>2016 onwards</b>	<b>Total</b>
<b>Local Growth Fund award*</b>	13.6	14.1	27.7
<b>Previously committed funding</b>	7.4	13.2	20.6
<b>Provisional allocation to projects starting in 2016/17 and beyond</b>	-	34	34
<b>Total</b>	21.	61.3	82.3

\*this includes LIF, HRA and competitive

These totals exclude match funding for European Social Fund (ESF) skills activities. The total amount of ESF skills activity LEPs have planned in their draft strategies over the 7 year programme is currently just over 1 billion euros. Actual skills ESF match will be used on the basis of the skills activity which is delivered at LEP level according to their final strategies.

The Government will hold discussions with Cannock Chase District Council to further consider their bid for an increase in their Housing Revenue Account borrowing limit to allow affordable homes to be built.

**Stoke-on-Trent and Staffordshire Local Enterprise Partnership and Central Government have agreed to co-invest in the following jointly-agreed priorities:**

- Build a new access from the A500 to reduce congestion and improve access to the **Etruria Valley Enterprise Area** and the City Centre.
- Bridge widening and local road improvements in Lichfield to access the Cappers Lane employment area and the **Lichfield Park employment site**.
- A new roundabout junction on the A34 to improve access to the **Meaford employment site**.
- New traffic controlled access and road widening for the **Bericote Four Ashes employment site**.
- Improvements to the **Branston Interchange** including signalisation of the roundabout and widening of the A38 slip roads.
- Build the new **Stafford Western Access Route** to ease congestion in Stafford and facilitate further employment and housing growth.
- A **Local Sustainable Transport Package** for Stoke-on-Trent and Staffordshire which will improve connectivity and reduce congestion, including projects to introduce smart ticketing, improve bus punctuality and improve city centre and urban traffic management.
- An **Advanced Manufacturing Skills Hub** that will provide the skills and engineers required for local priority sectors and grow traineeships and apprenticeship opportunities.

**Local flexibility over Growth Deal programme:** The Government recognises the significant steps that the Stoke-on-Trent and Staffordshire LEP have taken to deliver a successful and achievable Local Growth Deal and that the programme agreed in this Growth Deal represents a step up in the ambition of, and therefore expectations on, the LEP. The LEP will be expected to deliver all the projects in the Deal document and to achieve this, the Government will disburse funds to the LEP quarterly in advance – with any changes to projects agreed each quarter. The Cities & Local Growth Unit will work closely with the LEP to resolve any outstanding concerns that will allow the LEP to achieve increased flexibility ahead of the first payments in April 2015.

The Growth Deal does not amount to an endorsement of everything submitted in the Strategic Economic Plan. All development decisions for specific proposals must go through the normal planning process and be guided by local plans taking into account all material considerations.

## **The Stoke-on-Trent and Staffordshire Growth Deal**

The investment secured by the Growth Deal will be focused on the following key areas to deliver transformative growth:

- Opening up access to key employment sites identified in the City Deal
- Improving connectivity and easing congestion and
- Sector growth and a skilled workforce.

### **Opening up access to key employment sites identified in the City Deal**

This Growth Deal builds on the Stoke-on-Trent and Staffordshire City Deal which was agreed in March 2014. The City Deal will deliver the UK's first at-scale, low carbon, heat network system in Stoke-on-Trent establishing a new and local approach to energy production, provide local and incoming businesses with support to develop the next generation of products and materials, and bring employers and education together to ensure residents have the skills and training that individuals and businesses need to drive the economy forward. In addition to this, the City Deal identified the housing and employment sites that existing or new businesses needed to expand into. The top five priority employment sites are being taken forward through this Growth Deal.

<b>Stoke-on-Trent and Staffordshire LEP commitments</b>	<b>Central Government commitments</b>
<p>Invest £2.6m in the following projects:</p> <ul style="list-style-type: none"> <li>• Etruria Valley Enterprise Area (£2.5m)</li> <li>• Meaford employment site (£0.1m)</li> </ul> <p>Secure £4.8m from the private sector for the following projects:</p> <ul style="list-style-type: none"> <li>• Lichfield employment site</li> <li>• Bericote Four Ashes employment site</li> <li>• Meaford employment site</li> </ul>	<p>Invest £11.6m in the following projects:</p> <ul style="list-style-type: none"> <li>• Etruria Valley Enterprise Area (£2.4m)</li> <li>• Lichfield employment site (£4m)</li> <li>• Meaford employment site (£4.2m)</li> <li>• Bericote Four Ashes employment site (£1m)</li> </ul> <p>Provisional allocations of £22.1m for:</p> <ul style="list-style-type: none"> <li>• Branston Interchange (£6m)</li> <li>• Etruria Valley Enterprise Area (£16.1m)</li> </ul> <p>Pre-committed Local Growth Funding of £8.2m for:</p> <ul style="list-style-type: none"> <li>• Etruria Valley Enterprise Area (£8.2m).</li> </ul>

### **Improving connectivity and easing congestion**

<b>Stoke-on-Trent and Staffordshire LEP commitments</b>	<b>Central Government commitments</b>
<p>Invest £4m in the following projects:</p> <ul style="list-style-type: none"> <li>• Stafford Western Access Route (£2m)</li> <li>• Local Sustainable Transport Package (£2m)</li> </ul> <p>Secure private sector funding of £5.8m for the following projects:</p> <ul style="list-style-type: none"> <li>• Stafford Western Access</li> <li>• Local Sustainable Transport Package</li> <li>• Take a more proactive role in consultation on long-term rail planning and franchise specification, and provide a co-ordinating role between constituent</li> </ul>	<p>Invest £16.1m in the following project:</p> <ul style="list-style-type: none"> <li>• Stafford Western Access Route (£16.1m)</li> </ul> <p>Provisional allocation of £5m for the following project:</p> <ul style="list-style-type: none"> <li>• Local Sustainable Transport Package (£5m)</li> </ul> <p>Pre-committed Local Growth Funding of £8.2m for</p> <ul style="list-style-type: none"> <li>• Stafford Western Access Route</li> <li>• The Department for Transport and Network Rail commit to more proactive engagement of the Local Enterprise Partnership in the long-term rail planning process (e.g. Route Studies) and in rail franchise specification through targeted local engagement of the Local Enterprise Partnership as part of an</li> </ul>

<p>local authorities.</p> <ul style="list-style-type: none"> <li>• Take a more proactive role in consultation on long-term strategic road network planning and provide a co-ordinating role between constituent local authorities.</li> <li>• Commit to work with local partners and BT to support delivery to support extension of superfast broadband coverage to 90% of UK premises by 2016, via existing broadband projects.</li> <li>• Work with local partners to help ensure match funding is in place for the next round of projects to support extension of superfast broadband coverage to 95% of UK premises by 2017.</li> </ul>	<p>enhanced consultation process. The Department for Transport also commits to encourage bidders for franchises to identify and take into account the priorities of Local Enterprise Partnerships and other key local stakeholders as part of the franchising process, and will also encourage Train Operating Companies to continue with, and enhance where possible, their engagement with Local Enterprise Partnerships as key local stakeholders.</p> <ul style="list-style-type: none"> <li>• The Highways Agency commits to developing a more proactive and collaborative approaches to promoting national and local growth and commits to continue building strong relationships and working arrangements with Local Enterprise Partnerships and the Local Enterprise Partnership Network, in the same way as with Local and Combined Authorities and the Local Government Association. Through its Route Strategies, the Highways Agency will engage the Local Enterprise Partnership in better understanding the challenges and opportunities associated with the network and to develop evidence based long-term plans to bring about much needed local economic growth and development, and commits to providing each Local Enterprise Partnership with a named contact, generally the relevant regional director. The Highways Agency commits to forming a Growth and Economic Development Group to support Local Enterprise Partnerships at a national and sub-national level, and a draft licence published on 23rd June 2014 for the new Highway Agency company includes a requirement to co-operate, which will underpin the arrangements described above.</li> </ul>
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### Sector growth and a skilled workforce

Improving skills levels is a key factor in stimulating local growth and taking advantage of new economic opportunities. Government is committed to ensuring that adult skills provision is increasingly responsive to the needs of business and supports local economic growth and jobs.

<b>Stoke-on-Trent and Staffordshire LEP commitments</b>	<b>Central Government commitments</b>
<ul style="list-style-type: none"> <li>• Invest £1.9m in an Advanced Manufacturing Skills Hub.</li> <li>• The LEP will provide a clear model for establishing a growth hub that joins up national, local, public and private business support and provides a seamless customer experience for businesses, which makes it easy for them to get the right support at the right time.</li> <li>• Open up new jobs associated with the Local Growth Fund to local unemployed and the long-term unemployed working closely with local and national back to work initiatives. This is part of a wider</li> </ul>	<ul style="list-style-type: none"> <li>• Invest £6.9m in an Advanced Manufacturing Skills Hub</li> <li>• Government will provide £250,000 funding in 2015-16 for the delivery of the local growth hub subject to minimum conditions that reflect the position agreed by the Government review on business support and services.</li> <li>• The Technology Strategy Board is committed to supporting LEPs in developing the emerging Growth Hubs and in exploring how LEPs can help drive up local business awareness and engagement in Technology Strategy Board programmes and</li> </ul>

<p>expectation that local areas use the Social Value Act, drawing on best practice across local councils and central expertise in maximising social value.</p> <ul style="list-style-type: none"> <li>• Local Enterprise Partnerships are well-positioned to enhance the current Careers Information, Advice and Guidance offer by influencing the shape of provision so that it meets the needs of the local economy. Moreover, they have the ability to link employers with education providers, can have strategic influence over skills supply, and have the ability to coordinate local services towards a shared goal</li> <li>• Facilitate stronger linkage between education providers and local businesses and work with relevant local stakeholders to communicate local priorities and align the local offer to the National Careers Service (NCS) providers ahead of the new service's roll-out in October 2014 in order to augment the service.</li> <li>• Consider skills implications as part of decision taking on growth strategies. Clearly articulate and evidence skills priorities in the light of strategic national and local growth opportunities and communicate them to the FE and skills sector. Positively engage the FE and skills sector in key strategic partnerships e.g. Skills and Employment Boards. Recognise where the private sector has a responsibility to invest in skills provision and work with business and the skills system to realise that investment.</li> </ul>	<p>initiatives</p> <ul style="list-style-type: none"> <li>• UKTI will commit to effectively communicating its strategic priorities to LEPs and where possible help them access relevant opportunities. UKTI will double the number of Partnership Managers to 16. This will ensure that UKTI can work more closely with LEPs and help build their capability to secure more inward investment.</li> <li>• Government through the Skills Funding Agency will support the process to ensure that provision meets local priorities and that increasing responsiveness is delivered through a three-pronged approach: <ul style="list-style-type: none"> <li>○ Procurement of new provision: LEPs will be involved throughout the process and providers' track records against LEP requirements will be considered as part of this assessment</li> <li>○ Accountability: Providers will be required through their funding agreements with the Agency to explain to LEPs details of their provision and planning and we are testing ways in which they can be most effectively held to account for being responsive to local economic priorities. The Skills Funding Agency is trialling Skills Incentives Pilots from 2014/15 in Stoke and Staffordshire, the North East and West of England, designed to explore the mechanisms through which providers will account to LEPs for delivery.</li> <li>○ Allocations and Intervention: In future years providers' records in delivering to LEP requirements will be taken into account when setting allocations and triggering interventions. From 2015/16 the Skills Funding Agency will take into account the outcomes of the Skills Incentive Pilots in Stoke and Staffordshire, the North East and West of England, in making allocations to those providers in scope, subject to evaluation of the pilots, these mechanisms will be rolled out to other LEPs in future years</li> </ul> </li> <li>• Government will set out revised information for LEPs on how they can take advantage of this approach and options for seeking advice if provision is not responsive to their needs. The Skills Funding Agency will publish information during summer 2014 on how LEPs can influence the use of all skills budgets in their localities, and the steps they can take if they are dissatisfied with the pattern of delivery.</li> <li>• Government will seek to improve the provision of skills data for LEPs and will develop and publish new reports that will quantify and assess</li> </ul>
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	responsiveness to local skills needs. In the summer of 2014 the Skills Funding Agency will provide all LEPs with a data set that updates them on the provision delivered in their areas.
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**As part of the deal, the LEP will:**

- **Strengthen governance:** The Stoke-on-Trent and Staffordshire LEP is committed to reviewing its governance arrangements by March 2015. This work has already begun with a clear focus on governance arrangements that allow for effective and speedy decision making, absolute transparency, clear delegations and accountability, and strong monitoring of programme delivery. The new arrangements are being considered by the LEP Executive Board over the summer of 2014 with an aim to begin implementation of the new arrangements throughout the autumn. This new approach will allow the LEP to hold delivery partners to account for progress against project milestones and budgets on a monthly basis through business led programme delivery boards, with the LEP holding ultimate accountability and decision making on funding allocations. This approach combined with the freedoms and flexibilities afforded through the Growth Deal will provide the business led LEP with the flexibility to reallocate resources within the scope of the agreed programme, in consultation with central government, to ensure the LEPs, ambitious plans for economic growth are achieved.
- **Ensure implementation and demonstrate success,** by accepting the funding agreement, and by tracking progress against milestones and agreed core metrics and outcomes in line with a monitoring and evaluation framework. This will include agreeing monitoring metrics and reporting arrangements with the Government by September 2014. The LEP will also produce an evaluation plan for the projects contained in the Deal before April 2015.
- **Communicate the ongoing outputs and outcomes of the Deal to the local community and stakeholders** by publishing the Growth Deal and reporting regularly, and publically, on their progress to implement the strategy, ensuring that local people understand how Government money is being spent via the Growth Deal, and what the benefits are for them and the area. The Cities and Local Growth Unit will continue to work with the LEPs on communications activities, and help make the links with other Government communications teams.
- **Ensure value for money** by developing robust processes that will guide local decision-making. This will include agreeing an assurance framework with the Government by September 2014, building on existing local and national frameworks.

Funding for projects starting in 2016/17 will be subject to conditions that Government will discuss with the LEP over the next few weeks and months, along with establishing the best timetable for the project, taking into account practicalities and affordability.

The Government commits to opening discussions with the LEP right away on its priorities for the next round of Growth Deals.



## Leading for Better Outcomes Community Impact Assessments

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

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

The Public Sector Equality Duty, is a legal requirement and must be applied in all that we do, and in particular whenever there are changes.

See guidance note and frequently asked questions for further information.

**Name of proposal:**

- Achieving Excellence in Economic Growth

**State here which of the County Council priorities the proposal will deliver against:**

Prosperity

- Staffordshire's economy prospers and grows, together with the jobs, skills, qualifications and aspirations to support it.
- Staffordshire is a place where people can easily and safely access everyday facilities and activities through the highways and transport networks.

Family

- Staffordshire's children and young people can get the best start in life and receive a good education so that they can make a positive contribution to their communities.
- Staffordshire is a place where people live longer, healthier and fulfilling lives.

Community

- Staffordshire's communities can access, enjoy and benefit from a range of learning, recreational and cultural activities.
- Staffordshire's communities are places where people and organisations proactively tackle climate change, gaining financial benefit and reducing carbon emissions.

**Project lead: (s)**Darryl Eyers

Deputy Director & Head of Economic Planning

01785 278435

darryl.eyers@staffordshire.gov.uk

**Names of other officers involved**

- Strategic Plan Lead – Peter Davenport, peter.davenport@staffordshire.gov.uk
- Sites and Infrastructure Lead – Steve Burrows, [steve.burrows@staffordshire.gov.uk](mailto:steve.burrows@staffordshire.gov.uk)
- Skills Lead – Anthony Baines, [anthony.baines@staffordshire.gov.uk](mailto:anthony.baines@staffordshire.gov.uk)
- Transport :Lead – Nick Dawson, [nick.dawson@staffordshire.gov.uk](mailto:nick.dawson@staffordshire.gov.uk)

**Date: 20 June 2014**

**Executive summary of the assessment**

The SEP and EU Investment Strategy both offer an excellent opportunity to develop communities across Staffordshire by creating employment opportunities, places to live, vibrant centres, providing residents with the skills needed, and improving the transport and connectivity infrastructure. All of these will help to address disadvantage and provide a wider range of opportunities for communities. . For instance, improvements to transport infrastructure will assist the disabled and many of the proposed priorities are in areas where there are communities in need. If successful the SEP will result in substantial investment which will create opportunities for local business, organisations and people in the construction phase.

**Signature**

**Preparing the Executive Summary**

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

The Strategic Economic Plan sets out the economic strategy for Staffordshire and Stoke-on-Trent and the key capital funded projects that the area wishes to see. In particular this includes investment in transport pinch points; major transport projects including Stafford Western Access Improvements and Lichfield Southern Bypass; sustainable transport improvements to unlock town centres and improve transport networks including railways; and significant investment in local college infrastructure to make it fit for the future particularly in Tamworth.

The plan has been submitted by the Stoke-on-Trent and Staffordshire Local Enterprise Partnership and has the potential to create 42,000 new jobs and support the development of 62,000 new homes by providing the infrastructure to deliver local plan allocations. The plan is seeking a commitment of £616m from Government for the period 15/16 to 20/21.

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

Staffordshire is home to 838,000 people (SPP 2011) . Approximately 75% of the area of the county is rural, but only about 25% of the population actually live in rural areas. The main urban centres include Stafford, Lichfield, Tamworth, Cannock, Burton-upon-Trent and Newcastle-under-Lyme. Stoke-on-Trent is home to 241,000 people across an urban area consisting of six pottery towns near or on the river Trent. Stoke-on-Trent’s population is younger and more diverse than the county’s – almost a quarter of the population is under 20 and 8% compared to 5% of people being from Black and Minority Ethnic Communities (BMEC).

The proposals in the SEP will benefit businesses and communities across Staffordshire. The supporting EU Investment Strategy includes a social inclusion component that will particularly benefit disadvantaged groups.

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

Not applicable

**4. Will the proposal have an impact on staff?**

The SEP does not propose any significant impacts on employees of Stoke-on-Trent City Council (SOTCC) and Staffordshire County Council (SCC). Delivery of the projects may necessitate the recruitment of a small number of staff, additional consultant support and restructuring of some business teams. These changes, likely to be minor (if any), have not yet been scoped.

**5. If yes, please summaries here what this means for the workforce?**

Any impact on staff, should any changes be required, will be managed through consultation with employees and their Trade Union representatives and the application of appropriate organisational HR policies and procedures where necessary.

**Public Sector Equality Duty**

The Public Sector Equality Duty (PSED), requires authorities to pay “due regard” to, eliminate discrimination, advance equality of opportunity, foster good relations between people.

Could the proposal impact on protected groups (complete the table below)

Protected groups/characteristics	Is there any potential for positive or negative impact	Could the proposal create better opportunities or minimise disadvantage?	Please detail what measures or changes will be put in place to mitigate adverse implications
Race	Neutral (+/-)	National research indicates that there is higher unemployment rates for some BME communities and a lack of skills to compete for	The investments proposed in the SEP will result in a more prosperous business environment creating new jobs with supporting

		jobs	programmes to deliver positive outcomes
Disability	Neutral	The proposals focus on the economic infrastructure of Staffordshire. There will be benefits as new and improved infrastructure is provided.	The investment in sustainable transport will include access for all improvements.
Gender	Neutral	National research indicates that there is higher unemployment rates for some BME communities and a lack of skills to compete for jobs.	
Age	Positive	The proposals will see improved skills facilities which will benefit employed people across their careers with young people benefiting particularly	
Religion/belief	Neutral		
Gender reassignment	Neutral		
Sexual orientation	Neutral		
Pregnancy/maternity	Neutral		
Impact on staff	Neutral		

**7. Are there any gaps in your evidence or conclusions that makes it difficult for you to quantify potential adverse impact?**

Further evaluation is required.

**8. If so, please explain how you will explore the proposal in greater depth**

The SEP comprises a package of projects and programmes that will be the subject of further Community Impact Assessments

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

The development of the Strategic Economic Plan for Stoke-on-Trent and Staffordshire began in July 2013 with a series of workshops with partners to inform both the SEP and the supporting EU Investment Strategy. Thereafter the LEP Board and partners have held engagement events and discussions with a range of partners and government ministers on the strategy and package of interventions. This work built on a number of other projects principally the City Deal development work but also work done with district and borough council colleagues in 2013 to develop an Economic Growth Strategy. This latter document was widely circulated through the LEP partners.

At each stage the comments and contributions raised have been considered and amendments made including the rationalisation and grouping of strategic and sub objectives as well as the prioritisation of the key strategic projects.

**10. Consultation with customers & stakeholders**

See para. 9

**11. Consultation with staff**

Not applicable – refer to Section 5..

**12. Making a decision**

The Local Enterprise Partnership agreed the final submission and this was sent to Government on the 31<sup>st</sup> March in accordance with the submission deadline. The Government will review the plan and announce the outcome and level of funding allocated at the end of July.

**13. Actions**

It is recommended that:

- The capital investment secured through the SEP is supported by social and community inclusion programmes delivered as part of the EU Investment Strategy. (S&S LEP to monitor)
- As each of the constituent proposals are developed their Climate Change, Health, and Social Value consequences are assessed. (Project and programme teams)

**14. Monitoring and review**

The Strategic Economic Plan has an implementation plan and governance structure which builds on that developed for the City Deal. These governance arrangements will require comprehensive reporting of progress against planned outcomes; the exact details of these will be developed as the Local Growth Deal is developed and

the programme is implemented. Procurement will be in accordance with the relevant corporate policies.

**Rural considerations:**

**Please see Staffordshire Rural Proofing Checklist on the Intranet pages**  
<http://www.intra.staffordshire.gov.uk/equality/impact/CommunityImpactAssessment.aspx>

The proposals both involve the use of existing infrastructure and the investment in new infrastructure particularly digital connectivity.

Key contact for queries  
 Hilary Foxley, Rural Development Officer  
 Tel: 01785 895524  
 Email: [hilary.foxley@staffordshire.gov.uk](mailto:hilary.foxley@staffordshire.gov.uk)

**Health considerations**

The creation of new employment, skills, and sustainable transport opportunities will result in a more active and healthier community. Increased employment will reduce dependency, social exclusion, and improve income levels. The sustainable transport schemes will improve community safety.

For queries Key Contact:  
 Marc Neeld, Health Development Officer  
 Staffordshire Public Health. 01785 278290.  
[marc.neeld@staffordshire.gov.uk](mailto:marc.neeld@staffordshire.gov.uk)

**Climate change implications**

The SEP proposes development on a number of key sites in sustainable locations linked to improvements in sustainable transport infrastructure. New Skills facilities are proposed in central locations served by a range of transport modes.

Will your proposal result in an increase or decrease in;

	<b>Question</b>	<b>Answer</b>
1	Business mileage by officer or;	No change
2	Mileage of our badged fleet or;	No change
3	Mileage under contract (e.g. taxis or;	No change
4	Fuel use in our building or other infrastructure (e.g. street lighting) or;	No change
5	Fuel use in the building or on the sites of private sector contractors delivering a service on our behalf or;	No change
6	Waste generated in the workplace	No change
7.	Other	

Visit the Climate Change for further information.

**Publication**

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

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

Rashida Gilkes

Communities & Equalities Policy manager

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[rashida.gilkes@staffordshire.gov.uk](mailto:rashida.gilkes@staffordshire.gov.uk)

Suzanne Jenkins

Communities & Equalities Policy Officer

Tel: 01785 854553

[Suzanne.jenkins@staffordshire.gov.uk](mailto:Suzanne.jenkins@staffordshire.gov.uk)

**Once you have a completed your CIA you will need to complete the précis (see next page) for all Cabinet and Cabinet member delegated decisions.**

### **CIA Précis for Cabinet Reports and Cabinet Member Delegated Decisions**

<b>Name of Policy/Project/Proposal: Achieving Excellence in Economic Growth</b>
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<b>Responsible officer: Darryl Evers</b>
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<b>Commencement date &amp; expected duration: July 2014</b>
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		<b>Impact Assessment</b>
		<b>+ve/neutral/ -ve</b>
		<b>Further information degree of impact and signpost to where implications reflected within the report/ main Assessment</b>
<b>Impact on access to more good jobs and increased economic growth</b>	Positive	The proposals will result in more investment and jobs many of which will be higher skilled.
<b>Supporting healthier living and independence</b>	Positive	The transport proposals will improve multi modal access for all
<b>Impact on feeling safer, happier and more supported in and by the community</b>	Positive	The proposals will result in the improvement of transport safety
<b>Maximising the opportunities for a good quality physical environment</b>	Positive	The proposals involve a substantial use of previously developed land for employment uses
<b>Maximising the use of community property portfolio</b>	Neutral	
<b>Addressing issues affecting rural areas?</b>	Positive	Investment in improved digital connectivity will benefit rural areas.
<b>Equalities impact</b>		
Age	positive	The proposals seek to benefit the whole economy of Staffordshire  The investment proposed in sustainable transport infrastructure will improve access for all.
Disability	Neutral	
Ethnicity	neutral	
Gender	neutral	
Religion/Belief	neutral	
Sexuality	neutral	
Gender-reassignment	neutral	
Pregnancy/maternity	neutral	
<b>Resource and Value for money</b>	To date, the financial resources to develop the proposals included in the SEP are based on existing budgets. Following the recent announcement, the funding required to take these schemes forward to the next stage is under review. Individual Business Cases will be developed including the detail of the final funding packages for each project which will take into account any limited local contributions assumed within the SEP. These Cases will require ratification prior to works commencement	
<b>Risks identified and mitigation offered</b>	It is recommended that <ul style="list-style-type: none"> <li>The projects and programmes within the SEP for which the County Council is accountable are managed in accordance with the Corporate Risk Management Policy</li> <li>The risks for each strategic and supporting intervention have been identified in outline with</li> </ul>	



	mitigation. These should be developed as the negotiation with government proceeds • The negotiations with Government are managed to ensure that proposals are deliverable and have a strong strategic fit.
<b>Legal imperative to change/implications (including the Social Value Act 2012)</b>	None.

**Author:**

**Peter Davenport 01785 276630**



Local Members' Interest

## **Prosperous Staffordshire Select Committee – 5<sup>th</sup> September 2014**

### **Report on the Ofsted Focused Inspection in Staffordshire**

#### **Recommendations**

1. That the Prosperous Staffordshire Select Committee notes the feedback from Ofsted Focused Inspection that took place in March 2014
2. That the Select Committee members review and comment upon the Local Authority response and action plan in order to support action to address the areas for development highlighted in the feedback letter

#### **Report of Cllr Ben Adams – Cabinet Member for Learning and Skills**

#### **Summary**

Between the 13th and 28th March 2014 Ofsted undertook Focused Inspection activity in Staffordshire. The outcomes of Ofsted's review were published in a feedback letter to the local authority issued Monday 2nd June. The letter can be viewed on the Ofsted website <http://www.ofsted.gov.uk/resources/letter-directors-of-childrens-services-following-focused-school-inspections-local-authority-areas>

The Local Authority has reviewed the feedback and developed an action plan in order to address the key areas for improvement, and Select Committee is asked to review the LA's response and provide comment as appropriate.

#### **Report**

#### **Background**

As part of its desk-based review and regular data monitoring function Ofsted may identify a theme or performance issue in a local authority area that they feel merits more detailed consideration. In such cases Ofsted undertake a Focused Inspection. This takes the form of an intensive period of school inspection activity, over a fixed time period, with the addition of a telephone survey of a sample of schools in order to explore a "theme" or "focus" that has emerged as a cause for concern. The findings from a Focused Inspection are shared in the form of a feedback letter to the Local Authority that reports areas of strength identified as part of the review as well as areas for development and improvement.

On Monday 11th March Ofsted provided telephone notification to the authority of their intention to undertake a focused inspection in Staffordshire, with telephone surveys beginning on that day. For Staffordshire, Ofsted's concern centred on the progress made by pupils as they move through their primary schools. The concern was prompted by schools performance data showing progress pupils make between Early Years assessment, through Key Stage 1 to Key Stage 2. This focus did not come as a surprise as

the area of concern had been identified by the LA's own analysis of school performance and was reflected in our school improvement priorities that had been discussed and shared with schools, notably at the series of District events held early spring 2014.

The Focused Inspection coupled 19 school inspections of primary schools selected by Ofsted (based on their risk approach) along with a telephone survey of a 22 good or better schools. The sample size of 18 schools inspected from 295 primary schools represents 6% of Staffordshire schools, and does not represent a balanced segment of our constituency of schools. The telephone survey was anonymous and therefore the schools that inspectors spoke to are not identified. The survey asked school leaders about their perception of the support and challenge provided by the local authority

### **Focused Inspection Findings**

The feedback presents a mixed picture with Inspectors noting a number of key strengths; they also reflect some variability in the views expressed across the sample group; as well as a number of key areas for development. Of the 18 inspections that took place under the Focused Inspection 9 schools (50%) were judged as good or outstanding, 9 schools (or 50%) were judged Requiring Improvement or in need of Special Measures.

The profile was:

- 2 schools outstanding
- 7 schools good
- 6 schools require improvement
- 3 schools special measures

The pattern of movement from previous inspection was:

- 3 schools improved/went up a grade
- 7 schools retained the same grade
- 8 schools declined/went down

It must be recognised that these inspections took place against a different and tougher inspection framework than for most of the schools' previous inspections, with different inspection criteria underpinning the judgments; therefore direct comparison is not appropriate. It is also the case that performance benchmarks have continued to ratchet up over time. Nonetheless, the pattern of movement reported in the Focused Inspection is a cause for concern, and it is not reflective of the typical pattern of outcomes for the county where 72% of primary schools in Staffordshire had been inspected as "good or outstanding" as at end February 2014, and this reached 74% by end June 2014.

Ofsted commented that "whilst the local authority's intervention and support have benefited some schools, the authority has not been effective in arresting the decline of eight schools".

### **Strengths**

The Focused Inspection reported important areas of strength.

These included:

- a. The value schools placed on the local authority's data analysis service and the effective systems for collecting and analysing achievement data for its schools, used by the local authority to risk assess schools.

- b. Positive view of schools about their lead LA officer (District Manager for Improvement) and the level of support and challenge they receive from this person, who knows their school well.
- c. The local authority core group meetings held every six weeks for those schools requiring improvement or of concern, are considered to be challenging and robust. Senior leaders and the Chair of the Governing Body are involved in each of the meetings.
- d. Governors value training provided by local authority officers through Entrust on pupil achievement, an introduction to governance, finance, performance management of the headteacher, safeguarding and safer recruitment.
- e. Schools spoke highly of Human Resources (HR) services; for example, in the management of underperformance, capability procedures and managing long-term absence.
- f. The local authority's Behaviour Support Service provided through Entrust is cited as a strength by some of the survey respondents.

### **Areas for development**

The Focused Inspection reported a number of areas for development and these included:

- a. Some confusion and lack of clarity caused through recent change to school improvement services, linked with the local authority's move to commissioning status and the establishment of a partnership with Entrust.
- b. Schools feeling less positive about local authority leadership than in the past because they believe that the local authority does not know its schools as well as it used to and it focuses its attention on schools which are not yet good.
- c. Variation in responses about the frequency and quality of contact with local authority officers. Some concern was raised about capacity within the authority: they believe that there are too few officers for the number of schools.
- d. Governors expressed a very wide range of views about how well the local authority knows its schools. Governors expressed more positive views when they had had direct contact with their school's District Manager for Improvement or where they had been part of 'core group' meetings at which the school's performance is discussed and reviewed.
- e. There was scope to be more effective in identifying strengths in good and outstanding schools and using these to help other schools to improve.
- f. Governors are unclear about whether the local authority or Entrust broker support from good and outstanding schools to support others.
- g. There were mixed views about how well the local authority's arrangements for contracted training meet school need.

h. Although local authority officers are confident that they have sufficient knowledge about the schools they work with, in several cases dips in school performance are not noted until after the event and too late to prevent schools declining.

### **Action to Address the Focused Inspection Feedback**

Following the receipt of the feedback, and under the governance of the Children's Improvement Board and the Ofsted Programme Board, a detailed action plan was drawn up. This identified both the action in train to address areas for improvement as well as further action to address the key findings of the Focused Inspection. The Action Plan is attached as appendix A.

The Local Authority's annual review and improvement cycle provides further opportunity to embed improvement action into our school improvement approach for the 2014/2015 academic year. The key actions from the Focused Inspection have been embedded into this wider plan and are monitored as part of our School Improvement approach.

There have been a number of key developments in the delivery of the action plan, including the identification of commissioning priorities and district improvement plans that support the refocusing of activity to address more proactive themes in school performance that have emerged through more effective analysis and insight. The LA has shared with schools our commissioning themes and we are working in partnership with schools and with Entrust to develop the detail of the commissioning projects listed in appendix B.

There has been significant progress in developing and strengthening the LA's school improvement approach, building on the establishment of a commissioned approach, using Entrust as our school improvement provider.

There is a strong upward trend in inspection outcomes that is not reflected in the feedback from the Focused Inspection. From a baseline of 65% of schools graded as good or outstanding in August 2012, we are now at 78%, and improving faster than national trend and statistical neighbours which means we are now beginning to close the gap. We are also in line with our trajectory to have 90% of schools good or outstanding by 2016, so that we are in sight of our ambition that all schools become good or outstanding by 2020.

Furthermore, there has been concerted partnership action to improve and enhance communication and support better information sharing, to secure the consistency of understanding and the embedding of new approaches across the diverse network of 400 Staffordshire schools. Most recently, Staffordshire County Council ran an extremely well attended and positively received summer conference for school leaders in Staffordshire, focused on showcasing effective practice across a range of school improvement themes, ranging from local innovation and excellence through to national best practice and perspectives. The line up of national speakers included Frank Green, the Schools Commissioner for England, Reach2 founder Steve Lancashire, Martin Illingworth on Independent Thinking and HMI presented on Pupil Premium. Local innovation workshops included local leaders showcasing work with the Royal Shakespeare Company, Teaching School Alliances, effective practice in Early Years, the impact of partnership working in a Co-operative Trust, and local developments on Transforming Governance.

In line with our school improvement approach, there has been support action targeted to those schools who did not achieve at least a “good” judgment as a result of their inspection, with bespoke and tailored commissioned work agreed with the school to support rapid and sustained improvement. Each school in Staffordshire not yet good or outstanding is supported to improve, with core groups established in many of these to secure effective leadership and management of the improvement action. Appendix C lists these Staffordshire schools.

## **Summary and Conclusion**

The Focused Inspection reflected the range of views that a small sample of schools shared with Ofsted as part of the survey. Many of the themes of the feedback were recognised by the local authority. Some of the variability reported as a consequence of major transition and change provides very important learning for the local authority and its partners in change-management, and colleagues are sensitive and alert to this learning.

However, taking the Focused Inspection in context, the overall improvement in Staffordshire school performance, tracked over time and sustained across the last 12-18 months should provide a level of assurance and confidence that we have in practice a school improvement partnership that works, that is developing rapidly and delivering improved outcomes for our children and young people. Recent strengthening to the LA team and the cadre of Entrust Associates has further reinforced the capacity to both identify and address the salient issues to drive and deliver further improvement across Staffordshire schools. Whilst the Focused Inspection feedback supports the consideration of important issues for our county it is also not fully representative nor typical of the county’s trends in inspection outcomes and should therefore be considered within this context.

## **Link to Strategic Plan**

The Learning and Skills Strategy: Achieving Excellence in Learning and Skills underpins the delivery of all three priority outcomes. It forms part of the SCC Business Plan delivery, as part of the “Ready for Life” sub-outcome.

## **Link to Other Overview and Scrutiny Activity**

Select Committee receive regular reports on education matters and have also operated a working group to review School Improvement arrangements in regard to Ofsted.

## **Contact Officer**

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## **Appendices/Background papers**

Appendix A – Focused Inspection Action Plan  
Appendix B - Commissioning Priorities and Projects 2014/15  
Appendix C – List of Schools working towards Ofsted “good or outstanding”





<b>Area for Improvement:</b> <b>1. The Inspection Outcomes that Schools Achieve</b>	<b>What did the Focused Inspection Comment on?</b>  <b>Decline in inspection outcomes:</b> it is of major concern that eight schools have declined since their previous inspections, six schools have been judged to provide an education for their pupils that is not yet good enough, and three have been made subject to special measures..... the authority has not been effective in arresting the decline of eight schools, including former good schools and one outstanding school.	<b>What do we want to achieve?</b>  Improving inspection outcomes – which means more schools sustaining “good” gradings ; more getting to good from RI; reducing numbers of schools in special measures; and more schools moving to outstanding. We want clear evidence that the support and challenge function of the LA is effective is bringing about and improving trend and the school improvement activity we commissioned from Entrust is effective and has impact in delivering the commissioned outcomes.
<b>What we are doing to improve?</b>		<b>What more can we do?</b>
Staffordshire County Council  LA Action	<p>1.1 We are improving the way that we identify and categorise risk so that we can identify and work with the schools where there are risks in regard to standards and performance. We are doing this by reviewing and enhancing the functionality of the data dashboard. We are developing district “radars” to better present and share the intelligence internally – and then externally in due course (Tim Moss/Matt Prisk/Suzie Bentley)</p> <p>1.2 We are preparing for a September letter to all schools (HT/CoG) to share with them the LA’s risk categorisation, signalling areas for consideration, and confirming school improvement expectations for 14/15 (Anna Halliday/Trudy Pyatt)</p> <p>1.3 We are continuing our programme of visits to schools for quality assurance dialogue and challenge/support conversation based a rolling programme linked to the risk categorisation (CMI team)</p> <p>1.4 We have commissioned mini-reviews of schools currently graded as good from Entrust – to begin summer term 2014 – as a health-check that will both support readiness for inspection and refresh the LA’s insight and intelligence base for schools that are otherwise “light touch” in our risk approach (CMEs)</p> <p>1.5 We have designed district level school improvement plans to set a clear focus on key themes and issues in a locality. These include step-change targets to stimulate local dialogue and action, which will shape the detail of district level commissioning plans for 14/15 (Anne Newton with CME leads for each district)</p> <p>1.6 We are working in collaboration with specific schools through core groups to drive rapid improvement in performance outcomes and thereby inspection – as a tested and proven mechanism for school improvement (Trudy Pyatt/CMIs)</p> <p>1.7 We have commissioned a programme of training activity to be delivered by Entrust for identified schools to participate in it based on “getting to outstanding” (for schools currently graded good) and “sustaining outstanding” (for schools currently outstanding)</p> <p>1.8 We are reviewing and evaluating the effectiveness and impact of our current approach through a new self- assessment and evaluation process for summer 2014 jointly with Entrust and other stakeholders (Anna Halliday/Becky Wilkinson)</p> <p>1.9 We are improving schools at a faster rate and with a much better profile than the sample seen in the Focused Inspection –which was risk-based sampling and not fully representative of Staffordshire’s profile. This is delivered through our SI contract with Entrust. (Anna Halliday)</p> <p>1.10 We are in discussion with HMI to develop a School Review Project with HMI/LLE/LA combining with schools to drive improvement across a group of schools - with 17 identified in E Staffs/Tamworth (CMIs)</p>	<ul style="list-style-type: none"> <li>• With more technical support and capacity we can seek to accelerate the development of the data tools, through our work with the Insight team and Angel Solutions, and share the radars more widely in order to promote a more targeted conversation in schools and across localities, modelling trajectories and establishing a school by school timeline for getting to at least good (Tim Moss/Matt Prisk/Suzie Bentley)</li>   <li>• With capacity or support we could improve the risk review process and conduct strategic district level reviews to inform district improvement plans and district commissioning plans (Anne Newton)</li>   <li>• With support of Entrust, we can do more to impartially assure the quality of the service provided, promoting the best fit of the Entrust officers to specific schools, and to secure high quality feedback and exchange of information to inform the data dashboard update (Anne Newton/Entrust)</li>   <li>• With addition CMI capacity we could increase capacity for additional core groups and/or with opportunity for review and redesign we could better differentiate core group activity to reduce reliance on LA leadership and management (Anne Newton/Trudy Pyatt)</li> <li>• With external expertise we could do a more robust evaluation of the data, and strengthen the case study examples that evidence the effectiveness of our approach (Becky Wilkinson with Judith Richardson)</li> <li>• With capacity to strengthen preparation for inspection we could better capture and articulate the difference we are making to counter the impression given by the Focused Inspection letter (request has been made to TSU and CDH)</li> </ul>

Suggested Schools Action	<ul style="list-style-type: none"> <li>• Schools to assess themselves against the new Ofsted framework</li> <li>• Schools to securely plan their own Ofsted preparation, taking up the offer of health check and/or training as appropriate</li> <li>• Schools to make effective use of training including follow through evaluation and embedding of practice/learning</li> <li>• Schools to grow their confidence in strategic use of data – including progress data, tracking and outcomes</li> <li>• Schools to better utilise the range of tools, information and guidance available to them both through the LA and wide range of other sources</li> <li>• Schools to ensure representation at key briefings and once-termly LA event for schools</li> </ul>	
<b>Area for Improvement:</b>  2. <b>Clarity and understanding of the LA/Entrust relationship</b>	<b>What did the Focused Inspection Comment on?</b> <ul style="list-style-type: none"> <li>• <b>Clarity and understanding of the LA/Entrust relationship and how it drives improvement:</b> Headteachers and governors have found the recent change to school improvement services confusing.... lack of clarity about the relationship between the local authority and Entrust and the local authority's school improvement strategy</li> </ul>	<b>What do we want to achieve?</b>  All schools to understand the LA's role and how it delivers its statutory functions, through a commissioning approach. Schools to understand and engage with the Framework for School Improvement in Staffordshire – recognising how risk is identified, what data is held where, and knowing who they can speak to/where they can look in the LA to gain clarification if it is needed. Schools would understand the role of Entrust as a provider of school services, including commissioned services for school improvement . They would be clear about who pays and why. They would know how school improvement happens – including their pivotal role and responsibility within this. The transition period experienced in summer 2013 and into autumn 2014 will have completed and new ways of working will be trusted and familiar.
Staffordshire County Council  LA Action	2.1 We have set out the relationship in key documents including the Framework for School Improvement. This was published and discussed at district meetings with HT and CoG in Spring 2013, and reinforced through a range of written communications and updates (Anna Halliday/team) 2.2 We are developing and enhancing our communications and engagement approach with schools – and are implementing improvements to the school bag, issuing an e-newsletter, reviewing and refreshing the structure of information posted on the SLN (Anna Halliday/team) 2.3 We are reviewing our communications and contacts with Governors – as one critical success factor in our Learning and Skills Strategy (Anna Halliday/Len Brazier/Russ Sheldon) 2.4 We are continuing to strengthen our strategic dialogue with a wider range of school groups – including school forum, diocesan groups, professional associations, trust networks, districts, members groups etc (Anna Halliday/team) 2.5 We are releasing as September Letter to each school (as 1.2 above) which will further reinforce and clarify school improvement roles and risk assessment (CMEs/Trudy Pyatt) 2.6 We have agreed branding protocols and joint working arrangements with Entrust in order to support effective comms (Comms) 2.7 We are committed to transparency in our dealings with schools – and have shared information about what we commission for school improvement in our Commissioning Priorities and Intentions document 2014/15 (Anna Halliday) 2.8 We are investigating the better use of Nexus and Perspectives Lite as a platform for data and information sharing between the LA and schools (Anna Halliday/Tim Moss/Suzie Bentley/Trudy Pyatt) 2.9 We have reviewed and refreshed the roles and responsibilities across the LA team – CME	<ul style="list-style-type: none"> <li>• We need to refresh and reinforce the positioning of the Framework as the key handbook for School Improvement (Anne Newton)</li> <li>• We need a strengthened and concerted campaign of stakeholder communication with a Comms lead, offering a purposeful narrative and key messaging on the benefits of the approach, with clear evaluation and testing for effectiveness/penetration (Sarah James/Gina Wookey)</li> <li>• We could produce a simple/easy to follow “Guide for School Leaders/Govs on School Improvement in Staffordshire” including FAQ (Anna Halliday/Anne Newton)</li> <li>• We could further strengthen and better utilise key channels of communication including Governor Pack information circulated by Entrust (Russ Sheldon/Len Brazier)</li> <li>• We could be sharper and crisper in delineating roles through more effective use of the branding protocol (Comms/Entrust)</li> <li>• We could produce a specific protocol for Academies or further strengthen the articulation of our approach to academy schools within the Framework by sectioning it separately (Anne Newton)</li> <li>• We could further explore the potential of Nexus for newsfeed and document share – as new functionality is developed (Tim Moss/Angel Solutions)</li> <li>• We could further strengthen the co-design with schools, better using local champions and leaders or key influencers (CME/District Commissioning Leads)</li> </ul>

	and CMI roles have been differentiated and thematic leads established, with team development sessions and activities to support the transition into commissioning roles and new operating practices (Anne Newton/Anna Halliday/Trudy Pyatt)	
Suggested Schools Action	<ul style="list-style-type: none"> <li>Schools to commit to attending key briefings and sharing and using that information in their school/setting</li> <li>School Leaders to ensure they read key documents and regularly review key communication channels such as e-school bag and SLN</li> </ul> <p>Schools to be proactive in asking questions or seeking clarity from their linked CME or CMI, or through the generic mailbox of school.improvement</p>	<ul style="list-style-type: none"> <li></li> </ul>
<b>Area for Improvement:</b>  <b>3. Confidence in the LA and its Leadership</b>	<b>What did the Focused Inspection Comment on?</b> <ul style="list-style-type: none"> <li><b>Confidence in LA leadership and approach:</b> less positive about local authority leadership than in the past because they believe that the local authority does not know its schools as well as it used to..... the authority focuses its attention on schools which are not yet good.. ..... its approach is seen by some as reactive rather than proactive engagement .....and communication with schools, particularly governing bodies, is not fully effective.</li> </ul>	<b>What do we want to achieve?</b> <p>We want schools to know that the LA has a robust and effective understanding of its schools, accepting that the LAs differentiated approach is a strength in system as it demonstrates confidence in schools that are good and outstanding and targets resources effectively to where they are most needed. We want schools to feel both informed and engaged in the shaping of commissioned activity, with schools providing effective feedback and using their expertise and resources to work in collaboration with the LA to tackle intractable school improvement challenges.</p>
Staffordshire County Council  LA Action	<p>3.1 We are stabilising our staffing structure and operating arrangements following a major period of radical change and transition. The new leadership is offering visible, accessible and regular communications through both established and new channels, and new operating models and procedures have been documented and published (Anna Halliday/Anne Newton/team)</p> <p>3.2 All new approaches and products are tested and piloted or shared for comment with representative schools – in order to draw on sector expertise and build confidence in the approach. Feedback received has demonstrably shaped documents and approaches (Anna Halliday/Anne Newton/team)</p> <p>3.3 We are planning an annual calendar of LA school improvement action, to strengthen both forward planning and communications potential, giving visibility to planned LA contacts communicating regularly – through district events, termly letter, summer conference (Anna Halliday/team)</p> <p>3.4 We have refreshed and published our structure chart and team contacts (Anna Halliday/team)</p> <p>3.5 We are targeting schools for mini-reviews and health checks that will add updated information to the LA's intelligence on good and outstanding schools (Anne Newton/Trudy Pyatt)</p> <p>3.6 We are strengthening our strategic governance of school improvement by establishing SHIELD (Staffordshire Heads Improving Education Leadership and Delivery) as a strategic Board to oversee school improvement at county level, and to provide a focal point for networking to wider infrastructure of schools (Trudy Pyatt/Anna Halliday)</p> <p>3.7 We are strengthening our strategic links with a wider network of key organisation, including LEP, HWB Board, Children's Strategic Partnership and on to partner agencies and organisations (DfE, EFA,)</p> <p>3.8 We are recruiting only high calibre staff with the credentials and ability to undertake the demanding roles we have available. This includes a Talent Search approach for key strategic lead posts (Anna Halliday/HR team)</p>	<ul style="list-style-type: none"> <li>We need to accelerate progress to fill remaining gaps in the team and support stable links as far as possible to give continuity and confidence to schools on LA link officers (HR with team leads)</li> <li>We could add greater visibility and formality to the process of co-design and consultation – to ensure more schools are engaged and all know that this degree of engagement and testing takes place (Anna Halliday/Anne Newton/team)</li> <li>Redesign our internet site and organise and brand our school improvement approach linked to strategy</li> <li>Look at survey options to better understand and then target those where there are concerns to make the offer explicit (Comms)</li> <li>Accelerate progress on the Governance strand of the strategy to include stronger communication and understanding through effective briefing, training and engagement action (Len Brazier/Russ Sheldon)</li> <li>Develop better systems for sharing effective practice and support school to school support – possibly through Nexus.</li> <li>Further develop the use of TSAs – through commissioning and brokering.</li> </ul>
Suggested	<ul style="list-style-type: none"> <li>Schools to engage in a professional dialogue with the LA about prioritisation and targeting</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

Schools Action	<p>of resources, participating in decision-making groups such as schools forum, and in consultation mechanisms and local engagement</p> <ul style="list-style-type: none"> <li>• Schools to contribute to improved communications including through offering feedback and by shaping the offer by articulating what works best for a school in regard to communications</li> <li>• Schools to volunteer as local leaders and harness their networks to share key messages and champion collaborative improvement actions, working constructively with LA leads and wider partners</li> </ul>	
<b>Area for Improvement:</b>  <b>4. Quality of Contact</b>	<p><b>What did the Focused Inspection Comment on?</b></p> <p><b>Capacity, frequency, volume and continuity of LA officer contact/relationship:</b> Schools gave a very wide range of responses about the frequency and quality of contact with local authority officers.....many raised concerns about capacity within the authority: they believe that there are too few officers for the number of schools. (NB. Quality of support and relationships with CMIs was flagged as a strength in the feedback letter)</p>	<p><b>What do we want to achieve?</b></p> <p>An appreciation and understanding of the role of the LA and the capacity associated with this. A commitment to school-to-school support and to the sharing across the school system of expertise and resources to generate improvement. A realigned expectation of what the LA can and should do for self-improving schools, and a reflection on the quality and impact of LA relationships with schools (replacing volume or frequency).</p>
<p>Staffordshire County Council</p> <p>LA Action:</p>	<p>4.1We have published the Framework to secure understanding and transparency of the approach and explain the differentiated and proportionate LA response to schools in different circumstances (Anna Halliday/team)</p> <p>4.2We are recruiting to fill the vacancies that exist in the CMI team – one new FT appointment and we are seeking two interims to ensure capacity whilst substantive appointments are in train (HR Laura Elson/Trudy Pyatt/Anne Newton)</p> <p>4.3We have rebalanced the role descriptions and portfolios of the CMI to secure support based on risk categorisation (Anne Newton/Trudy Pyatt/CMI team)</p> <p>4.4We have maintained the quantum of commissioner resources invested to secure school improvement and curriculum support delivery from Entrust and have put in place more effective commissioning processes to secure value from the commissions (Anna Halliday/Ian Benson/Matt Prisk)</p> <p>4.5We have strengthened the team capacity with appointment of seconded Headteacher Trudy Pyatt as Senior Commissioning Lead securing improved line management as a further benefit (Anna Halliday)</p> <p>4.6We have begun to explore other models - including peer-to-peer review and support - to supplement and enhance LA targeted work (Anne Newton/Anna Halliday)</p> <p>4.7We have commissioned mini-reviews and health-checks in good and outstanding schools from Entrust to supplement the LA's QA conversations which will also act to refresh the intelligence base for schools deemed light touch by the LA (Anne Newton/CME team)</p> <p>4.8We have moved to further strengthen contracts and client-side function with appointment of a Performance Officer (Matt Prisk/Tim Moss)</p> <p>4.9We have further developed and embedded the governance arrangements with Entrust – standardising and formalising commissioning processes and systems, risk registers are used to capture any emerging issue and Joint Operations Board has embedded (Anne Newton/Matt Prisk)</p> <p>4.10We have continued to strengthen and build on the positive partnership dialogue and relationship with Entrust, including between Commissioner and senior officers in Entrust to identify and tackle any issues at earliest point (Anna Halliday/Jane Longfield/Sharon Kelly)</p>	<ul style="list-style-type: none"> <li>• We could ensure that a comms campaign supports the embedding of the new approach with schools, including survey work to test wider sample of school leaders/governors and to measure progress over time (Sarah James -Comms/with OD support)</li> <li>• We could seek urgent measures from HR to source solutions to fill vacancies in the team (Anne Newton/Laura Elson)</li> <li>• We could review and refresh the Framework to further clarify the contact arrangements and quality assurance processes (Anne Newton)</li> <li>• Explore how Entrust, Peer Network, TSA and other networks (eg. prof assocs) can better contribute</li> <li>• Look at appropriate KPI and measures that track contact, so we can demonstrate improvement (changes) in level of contact, support, feedback from schools</li> <li>• We could work with Entrust to improve communications and management around their staff change and officer capacity (Anne Newton/Comms)</li> <li>• We could seek to further increase visibility at appropriate meetings e.g. HT meetings to show partnership working but also to provide clarity of roles (Anne Newton/CME team)</li> <li>• We can share the rationale for commissioned reviews with all schools so that there is clarity about why a school will receive a 'health check' and when. Build how this is used to inform risk assessment into strategy (CME team/Trudy Pyatt)</li> </ul>
Suggested	<ul style="list-style-type: none"> <li>• Schools to understand and support the rationale and reason for differentiating the LA</li> </ul>	

School Action:	<p>support to schools based on risk and need</p> <ul style="list-style-type: none"> <li>Schools to maintain a strong and positive relationship with their linked CME - a relationship that has been consistent and stable across the period of change (Geoff Crockett, Lynn Hill, Tim Moss, Russ Sheldon)</li> <li>Schools to support the whole system approach by engaging in the termly key LA event and sharing their views, ideas and understanding</li> <li>Schools to better use the feedback processes and the formal mechanisms where appropriate to raise any concerns or issues they may have with LA and/or Entrust</li> <li>Schools to continue to develop their capacity to act as an intelligent customer of commissioned service – setting clear expectations about what they want delivered as outcomes from work commissioned from Entrust or any other provider (regardless of whether this is school or LA funded activity)</li> </ul>	
<b>Area for Improvement:</b>  <b>5. First-hand knowledge of schools</b>	<p><b>What did the Focused Inspection Comment on?</b></p> <p><b>First-hand knowledge of schools:</b> a very wide range of views about how well the local authority knows its schools. These ranged from ‘not at all’ to ‘knows very well.’ Governors of schools judged to be ‘good’ or better generally felt more distanced from the authority. ....Some governors felt that the local authority knows the data about a school’s performance, but that its first-hand knowledge of the school and of the quality of teaching was not so strong.</p>	<p><b>What do we want to achieve?</b></p> <p>We want school leaders and governors to have confidence in the LAs approach, to recognise the CMI as the LA’s front line contact with the school, and to have strong relationship with their linked CME for the district so that they know the LA well and feel the LA knows them too. We want to schools to know themselves well, and be confident in sharing their first-hand knowledge with us. We want them to support and feel confident about the LA’s proportionate and targeted approach to school quality assurance and challenge, so that they continue to grow as self-governing and autonomous institutions.</p>
Staffordshire County Council LA action:	<p>5.1We have stated through our Framework and the briefings we have shared with schools how it is that the LA knows its schools well. This combines data and intelligence with first-hand experience (Anne Newton)</p> <p>5.2We have established a rolling programme of visits to schools, to conduct assurance conversations, and these are effective in strengthening first-hand knowledge of schools (Anne Newton/Trudy Pyatt)</p> <p>5.3We are commissioning mini-reviews of schools where the LA’s risk categorisation would not place priority on an LA visit, to further strengthen both readiness for inspection and updated intelligence on the school (CMe/CMIs)</p> <p>5.4We are working differently with Governors as part of our strategy for Learning and Skills, engaging more directly and reviewing the programme of work to strengthen effective governance (Len Brazier/Russ Sheldon)</p> <p>5.5We are investing in new tools and modes for effective sharing of information, including Nexus and the use of Perspectives Lite as a platform for exchange of information (as above)</p> <p>5.6We are working to rebalance and reframe expectations of the relationship with LA – it cannot operate as it used it and the new approach is proving effective – this evidence needs to be shared (Anna Halliday/Entrust)</p> <p>5.7We are sharing the risk assessment with schools through our planned September letter, which will support improved communications and further clarify expectations (Anna Halliday/Trudy Pyatt)</p>	<ul style="list-style-type: none"> <li>We are reviewing our means of engagement with schools, and could look to restore functionality of the district briefing that school leaders have said they most valued and now miss.</li> <li>We are looking to publish a year plan of LA scheduled meetings on school improvement – based on a termly contact – with more local and school-level conversations below that tier of communication and contact</li> <li>Accelerate the delivery plans underpinning the 7 success factors in the Learning and Skills strategy, placing appropriate priority and resources linked to implementation</li> <li>Transform how first-hand knowledge is garnered eg through parent panels and pupil-partner perspectives, to secure robust knowledge of school performance</li> <li>Explore/institute a range of other methods of capturing and strengthening first-hand knowledge, eg. through surveys and through strengthen comms (as with other actions including “Guide” and FAQs</li> </ul>
Suggested Schools Action:	<ul style="list-style-type: none"> <li>Schools to share first-hand knowledge with the LA so that by working in partnership the full suite of key information, knowledge and experience combines to deliver a strong and collaborative approach to school improvement</li> <li>Schools to discuss and explore the respective responsibilities and duties of each</li> </ul>	

	<p>partner: the school, the LA, the school improvement service provider so that expectations can align to new operating approaches</p> <ul style="list-style-type: none"> <li>• Schools to engage in dialogue and briefings with the LA so that all partners are better informed about the contextual and operational challenges and environment that we are working within</li> <li>• Schools to be ready to accept and adapt to change – working collaboratively to seek the best options for Staffordshire schools and communities from the professional dialogue on school improvement</li> </ul>	
<p><b>Area for Improvement:</b></p> <p><b>6. School-to-school support</b></p>	<p><b>What did the Focused Inspection Comment on?</b></p> <ul style="list-style-type: none"> <li>• <b>Using the strengths of good schools to help others/school to school support:</b> the authority is not yet fully effective in identifying strengths in good and outstanding schools and using these to help other schools to improve..... Governors are unclear about whether the local authority or Entrust broker support from good and outstanding schools to support others..... the local authority does not have a sufficiently clear and recognised strategy for ensuring that best use is made of school-to-school support</li> </ul>	<p><b>What do we want to achieve?</b></p> <ul style="list-style-type: none"> <li>• A vibrant and effective offer of school-to-school support, so that the strengths in one area can be shared with another in order to bring about improvement. We want schools to work with the LA to identify aspects of their practice that is particularly effective and to secure a simple mechanism for making that available to support other local schools in need of that support. We want the infrastructure costs of this to be kept to a minimum, so that there are few barriers to efficient transfer. We want all key agencies and partners who have expertise to share to be part of this pool of school-to-school support, including teaching school alliances, hard federations, trusts, phase, locality or subject-based collaborations, and more.</li> </ul>
<p>Staffordshire County Council</p> <p><b>6. LA Action:</b></p>	<p>6.1 We have positioned school-to-school support as a key feature of the Framework for school improvement so the structural and policy approach is in place for this to flourish. This will be strengthened in the refresh of the Framework (Anna Halliday/Team)</p> <p>6.2 Working with Entrust we have piloted new approaches to school to school support, including an innovative approach to governor peer networks working with a proactive and enterprising governor, and facilitating growth/roll-out of the initiative through Entrust (Paul Woodhead/Len Brazier)</p> <p>6.3 We have previously invested in NLE and LLE training in order to grow the pool of local leaders that can play a key role in school-to-school support (Team)</p> <p>6.4 With Entrust we have begun to build a bank of case studies that can be shared through accessible platforms such as SLN or Entrust community of practice website (CME/CMI Team)</p> <p>6.5 We have been successful if utilising LLE and NLE as part of Core Group and improvement activity by securing a mechanism and “work around” solution with Entrust (Anne Newton/Sharon Kelly)</p> <p>6.6 We have strengthened the dialogue and link with Teaching School Alliances and with local Universities in order to better align and promote their work in partnership (Anne Newton/Anna Halliday)</p> <p>6.7 We have organised the summer conference as a Staffordshire Showcase of effective practice, to give a platform for celebrating and sharing examples of what works to improve outcomes for pupils (Trudy Pyatt/Anna Halliday/Team)</p> <p>6.8 We have used local expertise within IEBs where these have operated to drive change at pace, and to good effect (Anne Newton/CME Team)</p> <p>6.9 We have developed District School Improvement Plans and are developing district commissioning plans to operate to deliver local action, including support for action-research that will contribute to sharing and school to school support</p> <p>6.10 We are brokering and collaborating in HMI-led training and projects, attracting new practice into Staffordshire (CMIs and wider team)</p>	<ul style="list-style-type: none"> <li>• We could strengthen the strategic leadership for school-to-school support through the establishment and terms of reference for SHIELD (ref 3.6) as the key SI partnership for Staffordshire</li> <li>• We could/should assign a thematic lead on school-to-school support from within the CME team (Anne Newton/CMEs)</li> <li>• We could develop separate and explicit guidance to articulate our approach to school to school support – as part of refresh/republication of the Framework Eg flow chart/decision tree indicating “options for support” including how to access school to school and a “who pays” as well as evaluating impact, QA etc (Anne Newton)</li> <li>• We could seek to commission a local approach to school-to-school support based on ideas from the Tamworth primary HTs</li> <li>• We should renegotiate the approach to school to school support with Entrust – client-side dialogue and change control if necessary to promote this approach (Anna Halliday/Matt Prisk)</li> <li>• Look at visibility and profiling of school to school capacity – self declared strengths, and possible “buyers guide” or “what worked for us” feedback forum for schools, governors etc (CME/Matt Prisk)</li> <li>• We could further develop the database of effective practice to support school to school support – possibly through Nexus. (Trudy Pyatt/Tim Moss)</li> <li>• Further develop the use of TSAs – through commissioning and brokering (Anne Newton)</li> </ul>

	<p>6.11 We have commissioned Entrust to develop best practice case studies to be shared with all schools (Trudy Pyatt/Anne Newton)</p> <p>6.12 We dedicate officer time to contribute to Trust Boards and senior officers and lead member regularly meet with key network leaders such as Co-operative Trust, Diocesan representatives, Academy sponsors etc (Anna Halliday/Cllr Ben Adams/Team)</p>	
Suggested School Action:	<ul style="list-style-type: none"> <li>• School to school support relies heavily on schools engaging positively to identify what works well and to be prepared to share that in a spirit of collaboration. It also relies on schools being open to support from other schools.</li> <li>• Good and Outstanding schools can take a more proactive stance in setting out what they can offer and contribute to school to school support.</li> <li>• Governors can challenge their schools position and actively support the resources and capacity needed for school to school support, including governor to governor support</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<p>Area for Improvement:</p> <p>7. Quality of Contracted Support</p>	<p><b>What did the Focused Inspection Comment on?</b></p> <ul style="list-style-type: none"> <li>• <b>Quality of Contracted Support:</b> They claim that the local authority's contracted arrangements do not always secure the necessary knowledge, skills or experience to review, evaluate and feed back to headteachers..... Several headteachers stated they judged they have little confidence in the local authority's contracted arrangements for curriculum support which they regard as especially weak. .... It is unclear to some schools who is responsible for evaluating the impact of this support.</li> </ul>	<p><b>What do we want to achieve?</b></p> <p>We want highly effective and efficient commissioned provision, that is well-tailored to meet the needs of the school, and that delivers the intended outcomes: rapid and sustainable improvements in outcomes for pupils. We want the commissioned service to be good value for money, to be well-received and valued by the beneficiaries, and for it to contribute tangibly to the delivery of our strategic goals for the county. To achieve this, the service has to be credible, professional, reliable and it has to make a difference, in order to win the trust and respect of schools. The LAs contacting arrangements need to be robust in securing this , and in tackling any issues that arise in regard to standards and quality of delivery. Effective contract monitoring and quality assurance, performance reporting, risk management and dispute resolution are all features of a strong client-side function that would give confidence to both commissioners, clients and the service provider.</p>
Staffordshire County Council LA Action:	<p>7.1 We have established a dedicated contract management function within the LA's Commissioning Delivery Hub with an Entrust Contract Manager (Matt Prisk), supervised by a Client-Side Lead (Ian Benson) and reporting through to Head of Business Improvement (Anu Singh)</p> <p>7.2 We have recruited to further strengthen that function, through appointment of a Performance Officer due to take up post by Summer 2014 (Matt Prisk)</p> <p>7.3 We have re-scoped the redeveloped the School Improvement specification with Entrust and this has been operating since mid-Autumn 2013 (Anna Halliday/Anne Newton/ Matt Prisk)</p> <p>7.4 We have jointly redefined the metrics associated with the specification in order to ensure that the outcome measures are clear for each commission and for the specification as a whole –and reporting against these measures has been functional from December 2013 (Anna Halliday/Anne Newton/Matt Prisk)</p> <p>7.5 We have worked with Entrust to redesign the reporting formats, so that key measures and risks can be more readily identified and addressed (Matt Prisk/Anne Newton/Entrust)</p> <p>7.6 We have reviewed the quality assurance processes linked to the commissions provided to Entrust, with a more effective and efficient process for initiating and establishing a school-responsive commission that is signed off within the LA (Anne Newton/Trudy Pyatt)</p> <p>7.7 We have established a more robust co-produced approach to commissions with school leaders/core group sign off and monitoring the work commissioned securing better</p>	<ul style="list-style-type: none"> <li>• Further strengthen and embed all of the actions we have instigated</li> <li>• Promote Client side leadership on quality control and monitoring of delivery activity (as distinct from officers that are QA'ing the quality of the commissions passed through to Entrust) (Matt Prisk/Ian Benson)</li> <li>• Develop agreed standards – and publish these so there is a shared understanding and expectation of what commissioned service should do/involve (Matt Prisk/Ian Benson)</li> <li>• Promote improved customer choice/control/feedback – in match of consultants to specific commissioned pieces. Make clear school responsibility and mechanism in QA processes/feedback as co-commissioner and key beneficiary (Matt Prisk/Ian Benson)</li> <li>• Dialogue with Entrust on their QA process so that robust and transparent overall system can be articulated and shared (link to "Guide") (Matt Prisk/Anne Newton)</li> <li>• Differentiate the approach – identify weaker areas of delivery eg curriculum support/subject leadership which were identified in Focused Inspection feedback (Matt Prisk/CMI)</li> <li>• Explore an offer of guidance and/or training for schools/govs on "how to commission high quality support" to up-skill and empower schools in their commissioning role (Anne Newton/Anu Singh)</li> <li>• Establish regular and transparent mechanism for reporting the collective impact of commissioned activity – both internally and to stakeholders – recognising links to scrutiny and to the SHIELD Board, so impact is transparent, accessible, visible (Client Side with</li> </ul>

	<p>understanding of expectations, relationships and quality of dialogue and responsiveness to the customer (CMI team/Trudy Pyatt)</p> <p>7.8 We have set up an Entrust Commissioners Board to bring together all LA commissioners of Entrust services to secure a joined-up approach to commissioning and cascade improvements to all areas of commissioned business (Anna Halliday/Matt Prisk)</p> <p>7.9 We have recognised the need to strengthen the impartial quality assurance of delivered activity – as reliance is currently placed in Entrust QA of their own work (Matt Prisk/Ian Benson)</p> <p>7.10 We have established good relationships for frank dialogue and mutual challenge between senior officers LA and Entrust, to identify and tackle any issues early on and support progress toward a resolution – with meetings as often as twice weekly when required (Anna Halliday/Anne Newton/Jane Longfield/Sharon Kelly)</p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p>Commissioning Leads/Comms)</p> <ul style="list-style-type: none"> <li>• We need to explore with Entrust the mechanisms for sharing quality and performance intelligence with the school community against fully-traded activity – where the QA processes and mandate of the LA is not established in the same way as with direct commissions (Anna Halliday/Anne Newton with Entrust)</li> </ul>
Suggested School Action:	<ul style="list-style-type: none"> <li>• Schools could better develop their skills and abilities as effective commissioners of the services that they purchase for themselves</li> <li>• Schools could work with the LA to provide robust feedback on the quality and impact of the services they receive, working within an agreed protocol for quality assurance and service delivery improvement – linked to the SHIELD Board</li> <li>• Schools could provide valuable feedback to their CMIs where a commission is instigated on their behalf by the LA, to ensure service delivery meets expectations and delivers school improvement outcomes</li> <li>• Schools could better track and share the impact of both commissioned and non-commissioned activity on school improvement outcomes so that it is easier to identify what works, thereby supporting accelerated improvement across the wider system</li> </ul>	
<p><b>Area for Improvement:</b></p> <p><b>8. A more proactive approach</b></p>	<p><b>What did the Focused Inspection Comment on?</b></p> <p><b>Proactive Approach:</b> dips in school performance are not noted until after the event and too late to prevent schools declining..... a perceived lack of proactive engagement with academy schools surveyed</p>	<p><b>What do we want to achieve?</b></p> <p>We want all schools to be good and outstanding. We need to prevent failure and promote success. Identifying early on the challenges, barriers and issues that affect school performance and standards and acting early will mean that we are not in a position of responding to failure. Identifying what works well to improve and accelerate success will further support a proactive approach. We want all schools to participate and to understand that the LA acts on behalf of its citizens, regardless of the type of school.</p>
	<p>8.1 We had identified as part of our self-evaluation in 2013 that there was opportunity to move to a more proactive approach, after the necessary targeted support to schools not yet good and understanding had had opportunity to drive the step-change that was required. In our planning for 2014/15 we are introducing a district commissioning tier to LA activity, identifying key themes for local improvement and targeting LA resources to add value to the work schools are doing for themselves, and/or together on key performance areas, such as pupil premium, learner progress at KS2, subject leadership in maths and English (CME/CMI team)</p> <p>8.2 We are publishing school improvement commissioning intentions and priorities for 2014/15 as a further improvement in articulating our approach to all schools – to share our priorities and to provide a foundation for local discussion to shape the detail of commissioning plans at local level (Anna Halliday/Trudy Pyatt/CME/CMI team)</p> <p>8.3. We are auditing our contact databases and lists to ensure that all schools, including academies are represented and in receipt of key communications from the LA (Kathy Maitland/Business Support)</p> <p>8.4 We are engaging with academy leads and sponsors both through county-wide and district</p>	<ul style="list-style-type: none"> <li>• We could look to further enhance the risk approach to support proactive and more regular review and triggers, to be more alert to granular changes in performance (such as termly tracking id data was supplied by schools)</li> <li>• Strengthen school instigated alerts eg commission a termly survey return or telephone survey of CoG on hot topics/concerns/requests, to inform both traded and commissioned offer</li> <li>• We could look at the Nexus development as a key tool to support more proactive work with all schools, as above.</li> <li>• The % of schools good and outstanding has increased by +10% since Aug 2012. With around 75% now good and outstanding the shift to a different commissioning model will be easier to deliver, as the trend of decline is being reversed and more schools are moving from RI to good.</li> <li>• The historical factors that appear in the data that trigger risk-based inspections have been roundly tackled over the last 12-18 months under a new commissioning approach. The effectiveness of this approach means that opportunity for a new approach emerges.</li> </ul>



	<p>discussions, and in one-to-one conversations where appropriate (Anna Halliday/Cllr Ben Adams/DCLs)</p> <p>8.5 We are reshaping our strategic partnership through SHIELD, and this could serve to strengthen engagement with academy schools (Anna Halliday/Trudy Pyatt)</p> <p>8.6 The LA Framework applies to all state-funded schools regardless of type. Academies are integrated into this framework and part of LA approach, including “call-in” and risk categorisation. This can be made clearer in the refresh of the documentation (Anna Halliday)</p>	<ul style="list-style-type: none"> <li>• We could survey all academies to test more robustly their links and contacts with the LA – as the sample size from the Focused Inspection was very small and potentially not representative (Comms/OD)</li> </ul>
Suggested Schools Action:	<ul style="list-style-type: none"> <li>• Schools can further improve their tracking and early identification, sharing data proactively with the LA, to better support QA dialogue that is preventative rather than reactive</li> <li>• All schools, including academies can commit to engage positively through networks and their LA link officer</li> <li>• Schools can ensure that they are linked – through representatives and through briefing, e-newsletters etc – to the SHIELD Board, and through this inform and influence the collective work of the whole system to deliver more proactively to meet local need</li> <li>• Schools can understand and accept the key role of the LA – as set out in our strategy, Framework and Commissioning Priorities/Intentions is changing, and support the strengths of the new approach. The LA has to use its resources to fulfil a wide a range of functions, which necessitates careful targeting.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>



### Summary Table of Schools Improvement Priorities: 2014-15

The difference we are going to make for all Staffordshire children:		Cannock District	East Staffordshire District	Lichfield District	Newcastle District	South Staffordshire District	Stafford District	Tamworth District	Staffordshire Moorlands District
Across the whole county	Raise standards of attainment and improve the achievements of pupils, particularly at Key Stage 2	✓	✓	✓	✓	✓	✓	✓	✓
	Close the gap for underachieving and vulnerable groups of learners	✓	✓	✓	✓	✓	✓	✓	✓
	Reduce the gender gap in reading, writing and maths at Key Stages 1,2 and 4	✓	✓	✓	✓	✓	✓	✓	✓
	Raise standards of development at the end of EYFS above LA and National average	✓		✓					
	Reduce the gap between FSM and non-FSM in Y1 phonics to below the National average.	✓				✓		✓	
	Raise standards of attainment and improve the achievements of pupils in mathematics from KS2-KS4 above the national average	✓	✓		✓	✓		✓	
	Raise standards of attainment and improve the achievements of pupils in English from KS2-KS4 above the national average.	✓					✓	✓	
	Increase the numbers of pupils attaining L3 at the end of KS1, above the LA and National average.	✓	✓						

	Increase attainment at Key Stage 2 above the LA and National average.	✓	✓						✓
	Performance against the 'Progress 8' measures (from 2016) is in line with national targets.	✓	✓	✓	✓	✓	✓	✓	✓
	Reduce the gender gap in KS1 reading, above the national average.	✓	✓	✓	✓		✓	✓	
	Reduce the gap for FSM pupils compared to their peers at EYFS			✓	✓				✓

### Staffordshire County Council Commissioning Projects: 2014-15

Project	Theme	Focus
1.	What works well at Key Stage 2	<ul style="list-style-type: none"> <li>Improving writing at Key stage 2</li> <li>Improving reading at Key Stage 2</li> <li>Improving maths at Key stage 2</li> </ul>
2.	Accelerating Progress in Key Stages 2-4	<ul style="list-style-type: none"> <li>Accelerating progress in English</li> <li>Accelerating progress in Maths</li> </ul>
3.	Best Start for Boys	<ul style="list-style-type: none"> <li>From Early years to Key Stage 4</li> </ul>
4.	Staffordshire Leadership Programme	<ul style="list-style-type: none"> <li>For middle leaders in primary schools</li> <li>For middle leaders in secondary schools</li> <li>For governors</li> <li>For aspiring head teachers</li> </ul>
5.	Staffordshire Schools as Good or Outstanding	<ul style="list-style-type: none"> <li>Securing Good</li> <li>Becoming Outstanding</li> <li>Sustaining Outstanding</li> <li>Mini Review</li> </ul>
6.	Pupil Premium – Investing in Achievement	<ul style="list-style-type: none"> <li>Closing the gap</li> </ul>



## OFSTED INSPECTION SUMMARY

DFE	SCHOOLS NAME	TOWN	DATE OF LATEST OFSTED	Grade	District
4500	Abbot Beyne School, Burton	Burton upon Trent	May-13	RI	East Staffs.
3100	All Saints CE(C) Primary School, Rangemore	Rangemore	Mar-14	RI	East Staffs.
2370	Amington Heath Primary School, Tamworth	Tamworth	Mar-14	RI	Tamworth
2001	Anglesey Academy	Burton upon Trent	Apr-14	SM	East Staffs.
2144	Belvedere Junior School	Burton upon Trent	Jan-14	SM	East Staffs.
2306	Bhylls Acre Primary School	Wolverhampton	Mar-14	SM	South Staffs.
4517	Bilbrook CE(C) Middle School	Wolverhampton	Feb-14	RI	South Staffs.
2359	Birds Bush Primary School	Tamworth	Jun-14		Tamworth
2396	Blakeley Heath Primary School	Wombourne			South Staffs.
4067	Blythe Bridge High School	Stoke on Trent	Mar-14	RI	Staffs. Moorlands
2410	Boney Hay Community Primary School	Chase Terrace, Walsall	Feb-14	RI	Lichfield
2241	Bradwell Primary School	Newcastle under Lyme	Jun-13	RI	Newcastle
2177	Bridgtown Primary School	Cannock	Jul-13	RI	Cannock
2223	Brindley Heath Junior School	Kinver	Sep-13	RI	South Staffs.
5401	Cannock Chase High School	Cannock	Oct-13	RI	Cannock
2407	Castlechurch Primary School	Stafford	Mar-14	SM	Stafford
2411	Chase Terrace Primary School	Chase Terrace, Walsall	Jul-13	RI	Lichfield
4178	Chase Terrace Technology College	Walsall	Mar-13	RI	Lichfield
2393	Cheslyn Hay Primary School	Cheslyn Hay, Walsall	Nov-12	RI	South Staffs.
3465	Christ the King Catholic Allegiate Pri	Newcastle under Lyme	Sep-13	RI	Newcastle
3433	Church Eaton End(A) Primary School	Stafford	May-13	RI	Stafford
3102	Churchfield CE Primary	Rugeley	May-14	RI	Cannock
2138	Edge Hill Junior School	Burton upon Trent	Nov-13	RI	East Staffs.
4083	Edgecliff High School	Nr Stourbridge	Sep-13	RI	South Staffs.
2392	Ellison Primary School	Newcastle under Lyme	Sep-13	RI	Newcastle
5404	Erasmus Darwin Academy	Burntwood			Lichfield
2180	Five Ways Primary School	Cannock	Jul-13	RI	Cannock
2332	Florendine Primary School	Tamworth	Oct-13	RI	Tamworth
2413	Fulfen Primary School	Burntwood	Sep-12	RI	Lichfield
	<i>Full Inspection - awaiting judgement</i>		Middle	High	
2342	Glenthorne Primary School	Cheslyn Hay, Walsall	Jun-14		South Staffs.
2305	Great Wood Primary School	Stoke on Trent	Nov-13	RI	Staffs. Moorlands
4079	Great Wyrley High School	Walsall	Jun-14	RI	South Staffs.
2003	Greenacres (Landau Forte Academy)	Tamworth	Feb-12	SM	Tamworth
4003	Hagley Park Academy	Cannock	Apr-13	3	Cannock
3106	Havergal CE(C) Primary School	Wolverhampton	Nov-13	SM	South Staffs.
2179	Hazel Slade Primary School	Cannock	Dec-12	RI	Cannock
2010	Heath Hayes Primary School	Cannock	Nov-12	SM	Cannock
2415	Highfields Primary School	Burntwood	Nov-12	RI	Lichfield
3144	Holy Trinity CE(C) Primary School	Burton upon Trent	Sep-13	RI	East Staffs.
4144	James Bateman Junior High	Stoke on Trent	Feb-13	RI	Staffs. Moorlands
2402	John Wheeldon Primary School	Stafford	Jun-14	RI	Stafford
4181	King Edward VI High School	Stafford	Oct-12	RI	Stafford
2161	Kingsfield First School	Stoke on Trent	Mar-14	RI	Staffs. Moorlands
3491	Knutton St Mary's CE(C) Primary School	Newcastle under Lyme	Oct-13	RI	Newcastle
2361	Lakeside Primary School	Tamworth	Jul-13	RI	Tamworth
2394	Landywood Primary School	Great Wyrley, Walsall	Feb-13	RI	South Staffs.
2228	Leek First School	Leek	Mar-14	RI	Staffs. Moorlands
2239	Longwood Primary School	Lichfield	Nov-13	RI	Lichfield
2203	Millfield Primary School	Lichfield	Jun-13	RI	Lichfield
	<i>Monitoring Insp - awaiting judgement</i>	PRU	Sep-11	29150	
2303	Moorgate Primary School	Tamworth	Sep-13	SM	Tamworth
2424	Moorhill Primary School	Cannock	Oct-13	RI	Cannock
4066	Norton Canes High School	Cannock	Apr-14	RI	Cannock
2009	Norton Canes Primary School	Cannock	Jan-13	SM	Cannock
2348	Oakhill Primary School	Tamworth	Dec-13	RI	Tamworth
4145	Oldfields Hall Middle School	Uttoxeter	Mar-14	RI	East Staffs.
4122	Ounsdale High School	Wolverhampton	Sep-13	RI	South Staffs.

## OFSTED INSPECTION SUMMARY

DFE	SCHOOLS NAME	TOWN	DATE OF LATEST OFSTED	Grade	District
3477	Our Lady of Grace Catholic	Biddulph			Staffs. Moorlands
4610	Painsley Catholic College	Moorlands			Staffs. Moorlands
4170	Perton Middle School	Wolverhampton	Jun-13	RI	South Staffs.
2316	Picknalls First School	Uttoxeter	Jul-13	RI	East Staffs.
3493	Redbrook Hayes Community Primary School	Cannock	Nov-13	RI	Cannock
2185	Redhill Community Primary School	Cannock	Nov-12	SM	Cannock
3119	Richard Wakefield CE(C) Primary School	Burton upon Trent	May-13	RI	East Staffs.
3500	River View Primary & Nursery School	Burton upon Trent	Mar-14	RI	East Staffs.
2002	Scientia Primary Academy	Burton upon Trent			East Staffs.
2408	Silkmore Primary School	Stafford	Mar-14	4	Stafford
2007	Silverdale Primary School	Newcastle under Lyme	Sep-12	SM	Newcastle
2344	Springcroft Primary School	Stoke on Trent	Mar-14	RI	Stafford
2008	Springhill Primary School	Chasetown, Walsall	Jul-13	SM	Lichfield
3148	St Andrew's CE(C) Primary School	Stafford			Stafford
3481	St Bernadette's RC(A) Primary School	Wombourne	Feb-13	RI	South Staffs.
3462	St John the Evangelist RC	Kidsgrove	May-12	3	Newcastle
3116	St John's CE(C) Primary School, Swindon	Swindon	Nov-13	RI	South Staffs.
3449	St Mary's CE(A) First School	Uttoxeter	May-14	RI	East Staffs.
3446	St Mary's CE(A) Primary School	Market Drayton	Jun-13	RI	Newcastle
3420	St Modwen's RC(A) Primary School	Burton upon Trent	Nov-12	RI	East Staffs.
3469	St Patrick's RC(A) Primary School	Stafford	Mar-14	RI	Stafford
3046	St Paul's CE(C) First School	Coven	Nov-12	RI	South Staffs.
3149	St Paul's CE(C) Primary School	Stafford	Apr-12	3	Stafford
3430	St Peter's CE (VA) Primary	Stoke on Trent	Jan-14	RI	Staffs. Moorlands
3485	St Thomas More RC(A) Primary School	Great Wyrley, Walsall	Dec-12	RI	South Staffs.
4005	Staffordshire University Academy	Cannock	Mar-13	3	Cannock
2374	Stoneydelph Primary School	Tamworth	Feb-13	RI	Tamworth
4006	Tamworth Enterprise College	Tamworth		3	Tamworth
4153	The Cheadle Academy	Moorlands	Feb-13	RI	Staffs. Moorlands
2405	The Grove Primary School	Stafford	Oct-12	SM	Stafford
6906	The JCB Academy	Uttoxeter			East Staffs.
4146	Thomas Alleyne's High School	Uttoxeter	Feb-14	RI	East Staffs.
3502	Three Peaks Primary	Tamworth	Nov-13	SW	Tamworth
2400	Tillington Manor Primary School	Stafford	Nov-13	RI	Stafford
2140	Tower View Primary School	Burton upon Trent	Dec-13	RI	East Staffs.
4084	University Academy Kidsgrove	Kidsgrove			Newcastle
2004	University Primary Academy Kidsgrove	Stoke on Trent	Jun-12	SM	Newcastle
7021	Walton Hall Special School	Stafford			Stafford
4512	Windsor Park CE(C) Middle School	Uttoxeter	Mar-13	RI	East Staffs.
4098	Wolstanton High School	Newcastle under Lyme	Oct-13	RI	Newcastle
2336	Woodlands Primary School	Tamworth	Sep-13	RI	Tamworth



Local Members' Interest

## **Prosperous Staffordshire Select Committee – 5<sup>th</sup> September 2014**

### **Education Support Services – Commissioning and Contract Performance Report for School Improvement**

#### **Recommendations**

1. That the Select Committee note the progress made in developing the approach to commissioning and contract managing school support services
2. That the Select Committee receives the update on performance of the contract for education support services.

#### **Report of Cllr Ben Adams – Cabinet Member for Learning and Skills**

##### **Summary**

In April 2013 the County Council's new commissioning arrangement for a range of School Support Services came into operation. Services that had previously been provided by the authority directly to schools were transferred to the new joint venture company Entrust, through a commissioned and contracted arrangement. Entrust was established to provide a commercial offer to schools – where schools can choose to purchase services and products from Entrust's extensive offer of services to schools. In addition, the County Council commissions a suite of local authority services covering school support services; information advice and guidance services; and learning technology services. There are services to the County Council covering catering, cleaning, grounds and property that are also commissioned to be provided by Entrust.

The focus of this report is on services commissioned by the County Council from Entrust linked to the overarching strategic commissioning outcome: "Staffordshire children and young people to get the best start in life and receive a good education, so that they can make a positive contribution to future communities".

This cluster of services (Cluster A in the Service Delivery Agreement) covers:

- School Support and Intervention (School Improvement)
- Curriculum Development
- Governors
- Early Years
- SEND Advisory
- Education Inclusion
- Elective Home Education
- Minority Ethnic Achievement
- SEN Support Services
- Behaviour, Health and Wellbeing

Since its inception, there has been significant development of the commissioned and contracted services in order to deliver high quality education support services that directly impact on improving outcomes for Staffordshire children and young people. This report updates Select Committee on the progress and improvement that has been made and provides a summary of performance, as requested.

## **Report**

### **Background**

At the Prosperous Staffordshire Select Committee meeting held on 24<sup>th</sup> January 2014, it was requested that an update be reported back to the committee reviewing the progress and performance of the education support services commissioning arrangement and contract.

The primary provider of SCC commissioned education support services is Entrust, which was established on 1<sup>st</sup> April 2013 as a joint venture between the County Council and Capita Plc. The County Council owns a 49% stake in Entrust and has two directors on the board (Ian Parry, the Cabinet Member for Finance, Resources and Transformation, and Darryl Evers, the Head of Economic Planning and Deputy Director Place). There are established governance mechanisms in place in regards to the Entrust Company, and in order to secure appropriate scrutiny and oversight, a review is being led by John Tradewell and Anne-Marie Davidson.

As well as the contractual relationship between the County Council and Entrust, and the role of Entrust as an agent in helping schools improve their performance, the success of Entrust is important to the County Council in two other key respects:

Economic Prosperity – Entrust is one of the largest private sector employers in Staffordshire and its future success is important in order to retain existing, and create new, employment opportunities in the county

Financial Benefits – If Entrust is successful the County Council will benefit financially from dividends deriving from its role as shareholder.

### **Progress in Commissioning School Support and Improvement Services**

Significant steps have been taken to secure the robust, effective and efficient commissioning and delivery of school improvement services. Since April 2013 the significant steps include the development of a Service Delivery Agreement with clear service specification, outcome measures and key performance indicators; the establishment of contract monitoring mechanisms and performance reporting formats that support review of activity against key outcomes and enable continuous improvement; and a schedule and structure of commissioner-provider meetings established that secures effective strategic and operational management of the services.

Further work has been done to set out how the commissioning relationship operates, with Staffordshire's school improvement approach set out in a Framework for School Improvement available through the following link:

<http://education.staffordshire.gov.uk/School-Admin/School-Improvement/Key-documents.aspx>

Appendix A to this report sets out as an infographic the way that the commissioning of school improvement works, and the ways in which this work is quality assured and impact assessed. These have been shared with schools as a further explanation of how SCC's commissioning via Entrust operates. It is significant to note that as an impartial measure, Ofsted comments on the support provided by the Local Authority to schools, which includes that commissioned by Entrust, reveals 95% positive comment.

In addition to reports on the contractual Key Performance Indicators, a set of volumetrics provide tracking intelligence for commissioners. For example, July's monthly monitoring report from Entrust on school improvement services shows that 85 individual schools have been supported with school intervention and support activity since April 2014 (this does not include schools attending commissioned training events); with 1524 days of support commissioned. These are also mapped into the 5 key school improvement priorities (as set out in the Learning and Skills strategy and the Framework for School Improvement:

1 - Excellent Education	1064
2 - Good/Outstanding	160
3 - Monitor challenge	76.5
4 - Attainment and progress	220.5
5 - Floor standards	3
<b>Grand Total</b>	<b>1524</b>

The impact of our school improvement activity is measured in a number of ways, spanning from the specific outcome measures associated with individual commissions, through to the high level strategic objectives such as the % of schools graded as good or outstanding.

As part of the County Council's annual self assessment of our school improvement function, the team is currently reviewing the range of impact measures. Analysis of this summer's attainment and achievement - results across the key stages of education - will inform this. Notably, the increase in schools graded good or outstanding - having reached 78% in July 2014 from a baseline of 65% in August 2012 - is a key measure of progress that illustrates the impact of school improvement efforts from schools as well as from the support provided by the local authority.

### **Investment and Development**

Alongside the improvements made to commissioning and delivery arrangements the Entrust company has made significant investments and changes since its inception.

Appendix B illustrates the nature of the school improvement commissioned activity and impact that this has. The joint working between the school leading its own school improvement action; SCC as the commissioner of support and challenge (to target added-value to the school's own programme in order to accelerate improvement and champion high standards and outcomes for pupils); and Entrust as the council's supplier of school improvement activity is an increasingly powerful and appreciated model for delivering a step-change in performance. Respecting the expertise and experience of schools and the critical role of governing bodies in holding school leaders to account, is fundamental to our approach.

## **Contractual Performance - Key Performance Indicators (KPI)**

For each service within the contract there is a set of key performance indicators, with monthly reporting against these. Appendix C sets out the latest SDA contract performance as of June 2014 against the KPIs in Cluster A of the contract relating to school improvement services.

As is evident from this report, delivery is performing well and is on track. As the contractual relationship between Staffordshire County Council and the provider has developed and the ways of working evolved, the KPIs themselves and the manner in which they were linked to volumetrics has been improved, and there are on-going processes to further strengthen the KPI and reporting processes, to align with continuous improvement as commissioner seek to stretch and challenge.

## **Summary and Conclusion**

Over the last 12-18 months of operation there has been significant progress both in terms of the operating practices and mechanisms related to commissioning for school improvement services, and in regard to the impact assessment of the commissioned activity.

The relationship between commissioned activity and improved outcomes is continuing to strength, and commissioners are increasingly able to evidence the impact of their commissioned work both through more robust and extended tracking of contract measures and through the evaluation of priority outcomes.

As the operation of the commissioner–provider relationship matures, and as school partners and stakeholders grow in both familiarity and confidence, Staffordshire County Council is well positioned to achieve its ambitious goals of all schools being good and outstanding and all learners getting access to the very best learning and skills opportunities, that in turn underpins our priority outcomes so that Staffordshire people will:  
Be able to access more good jobs and feel the benefit of economic growth  
Be healthier and more independent  
Feel safer, happier and more supported in and by their communities.

## **Link to Strategic Plan**

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

**Community Impact** – None

## **Contact Officer**

Name and Job Title: Anna Halliday  
Commissioner for Education and Wellbeing

## **Attachments:**

Appendix A – Infographic on Commissioning for School Improvement  
Appendix B – Infographic on Quality Assurance

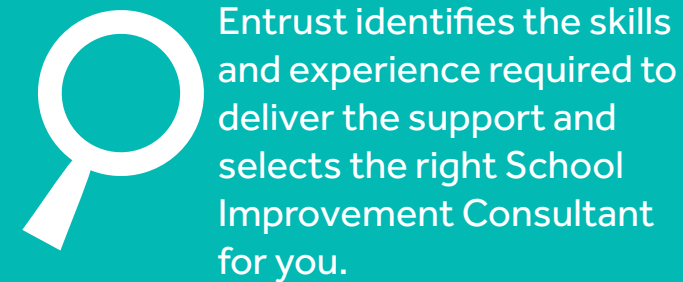
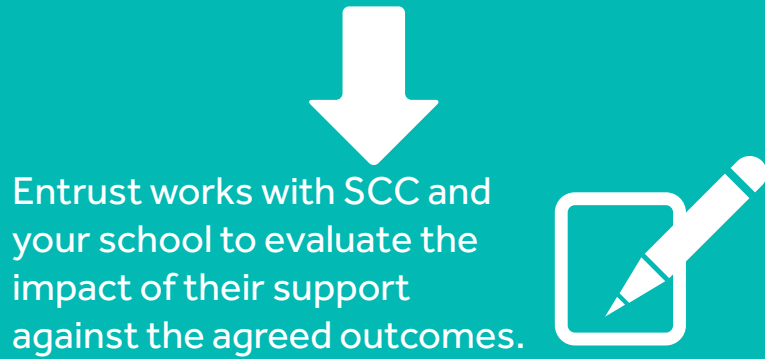
Appendix C – Contract KPI report Cluster A services *(Appendix to follow)*



# HOW DOES COMMISSION entrust TO DELIVER SCHOOL IMPROVEMENT?



- > SCC Commissioning Manager visits you to discuss your school improvement plan.
- > They will agree with you what support SCC will commission to improve outcomes. Any other support you require can be purchased directly from Entrust.
- > SCC's Statagic Lead for School Improvement will assess and quality assure all requests for support.



## SCC MEET ENTRUST WEEKLY...



- > To set out what will be commissioned.
- > To negotiate commissioned activity so that the most appropriate support is provided.
- > To reach agreement on the outcomes we are all seeking to achieve.





# EVALUATING POSITIVE IMPACT

$$\text{SI} = \text{SI}$$

{ SUSTAINED IMPACT }      { SCHOOL IMPROVEMENT }

“ Since April 2013, 95% of comments in Ofsted reports that referenced the quality of Staffordshire local authority support, have been positive. ”

## How Entrust support SCC to review school improvement

### SCHOOL VISIT REPORTS

➤ Every time Entrust is commissioned by SCC to work with your school, a School Visit Report (SVR) is completed, to evaluate...

- ✓ work done
- ✓ output and impact
- ✓ next steps

➤ A copy of the SVR goes to...



### IMPACT VISIT REPORTS

➤ Each term, SCC select a sample of schools that have received 5+ days of support in one aspect from Entrust.

➤ An Entrust Associate Consultant will work with the school to carry out a detailed Impact Analysis to evaluate...

- ✓ difference made
- ✓ sustainable impact
- ✓ next steps

➤ A copy of the Impact Analysis goes to...



## OTHER WAYS ENTRUST ASSESSES QUALITY



Visits from Entrust Directors



Survey Monkey online feedback



Course evaluations



Direct feedback from your school. You can contact Entrust at any time by emailing [sharon.kelly@entrust-ed.co.uk](mailto:sharon.kelly@entrust-ed.co.uk)





This document sets out the work programme for the Prosperous Staffordshire Select Committee for 2014/15.

The Prosperous Staffordshire Select Committee is responsible for scrutiny of highways infrastructure and connectivity, education, learning and skills. As such the statutory education co-optees will sit on this committee. The Council has three priority outcomes. This Committee is aligned to the outcome: The people of Staffordshire will be able to access more good jobs and feel the benefits of economic growth.

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

**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 by emailing [tina.randall@staffordshire.gov.uk](mailto:tina.randall@staffordshire.gov.uk)

Item	Date of meeting when the item is due to be considered	Link to the Council's Business Plan	Details	Action/Outcome
Rail Strategy Cabinet Member: Mark Winnington Lead officer: Clive Thomson/Clare Horton	tbc	<b>Great Place to Live</b> Support the improvement and development of shared resources such as utilities, highways and technology.	Monitoring progress with delivery	
Strategic Economic Plan Cabinet Member: Mark Winnington Lead Officer: Darryl Eyers	5 September 2014	<b>Great Place to Live</b> Create the right conditions to attract and grow business in Staffordshire.	Members to scrutinise progress on the European Growth Deal submission	
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.	<b>Great Place to Live</b> Use and maintain our built and natural environment to improve health and wellbeing and strengthen community assets.	Informing Members of the work of the Staffordshire Local Nature Partnership	
Education Support Services Contract Monitoring Cabinet Member: Ben Adams Lead officer: Ian H Benson	5 September 2014	<b>Ready for Life</b> Focus on school improvement and providing access to a good education.	Monitoring progress of contract with Entrust to ensure that it is delivering intended outcomes.	
Update on progress with LA Schools Improvement Arrangements Cabinet Member: Ben Adams Lead Officer: Anna Halliday	5 September 2014	<b>Ready for Life</b> Focus on school improvement and providing access to a good education.	Members to be updated on progress with school improvement arrangements following the report of the Working Group to the Committee on 24 January 2014	
Roll out of Broadband Cabinet Member: Mark Winnington Lead officer: Steve Burrows	16 October 2014 (following the update request on 24 April 2014)	<b>Great Place to Live</b> Support the improvement and development of shared resources such as utilities, highways and technology. And	Monitoring progress with delivery	

Item	Date of meeting when the item is due to be considered	Link to the Council's Business Plan	Details	Action/Outcome
		Create the right conditions to attract and grow business in Staffordshire.		
Improving Connectivity in Staffordshire Cabinet Member: Mark Winnington Lead Officer: Clive Thomson	16 October 2014	<b>Great Place to Live</b> Support the improvement and development of shared resources such as utilities, highways and technology.	Members to be updated on the transport review (to include concessionary travel arrangements)	
W2R Cabinet Member: Mark Winnington Lead Officer: Ian Benson	16 October 2014	<b>Great Place to Live</b> Support the improvement and development of shared resources such as utilities, highways and technology.	Members requested a briefing note updating them on progress	
Achieving Excellence – Libraries in a Connected Staffordshire Cabinet Member: Mike Lawrence Lead Officer: Janene Cox/Catherine Mann	18 December 2014	<b>Great Place to Live</b> Support the improvement and development of shared resources such as utilities, highways and technology.	To consider the results of the consultation on Staffordshire libraries.	
Flood Risk Management – progress update Cabinet Member: Mark Winnington Lead officer: Ian Benson	18 December 2014	<b>Great Place to Live</b> Support the improvement and development of shared resources such as utilities, highways and technology.	Update on progress of Staffordshire's flood risk management.	
Country Parks Review Cabinet Member: Mark Winnington Lead officer: Ian Wykes	December 2014 or January 2015  (a briefing note will be available in July/August 2014 on this issue in preparation for the main	<b>Great Place to Live</b> Use and maintain our built and natural environment to improve health and wellbeing and strengthen community assets. <b>Enjoying Life</b> Strengthen public confidence in the county as a great place to live with lots of	To update Members on the production of a management plan for the county council owned countryside estate. This could be considered in a briefing note initially.	

Item	Date of meeting when the item is due to be considered	Link to the Council's Business Plan	Details	Action/Outcome
	discussion later in the year)	opportunities to enjoy life.		
Ofsted Programme Board – update Cabinet Member: Ben Adams Lead Officer: Anna Halliday	23 January 2015	<b>Ready for Life</b> Focus on school improvement and providing access to a good education.	To keep Members updated on the work of the Programme Board and the action taken.	
Tourism – Destination Staffordshire Cabinet Member: Mark Winnington Lead Officer: Graeme Whitehead		<b>Enjoying Life</b> Encourage people to participate in social and leisure activities that they enjoy by promoting the attractiveness of the County to tourists, businesses and residents.	This was subject to a delegated decision to extend the strategy and therefore Members may wish to receive a copy of the strategy rather than a report.	
Infrastructure + Cabinet Member: Mark Winnington Lead officer: Ian Turner	6 March 2015	<b>Great Place to Live</b> Support the improvement and development of shared resources such as utilities, highways and technology.	The Select will continue to monitor the quality of the work delivered through the contract (including Shugborough and Cannock Chase)	
<b>Working Groups</b>				
Children Missing out on Education (CME) Working Group	March 2014 -	<b>Ready for Life</b> Focus on school improvement and providing access to a good education	This working group was actioned as a result of a recommendation from the Select Committee Working Group on the Ofsted inspection of school improvement arrangements which suggested further investigation into CME	

Item	Date of meeting when the item is due to be considered	Link to the Council's Business Plan	Details	Action/Outcome
			following the issues highlighted in the Ofsted report "Pupils missing out on Education".	
<b>Briefing notes/updates and referrals</b>				
Higher level education Lead Officer: Tony Baines		<b>Ready for Life</b> Support the improved supply of skills to employers and the employability of residents. and Enhance access to high quality family, community and life-long learning.	Looking at higher level education provision in Staffordshire in light of the changes to Staffordshire University.	
Outdoor Education Centres Lead Officer:		<b>Great Place to Live</b> Use and maintain our built and natural environment to improve health and wellbeing and strengthen community assets. and <b>Ready for Life</b> Focus on school improvement and providing access to a good education.	Following the £2m investment by Entrust into the Staffordshire Outdoor Education Centres Members wished to see how this investment had been used and the intended outcome from this.	

<b>Membership</b>  Brian Edwards (Chairman) Martyn Tittley (Vice-Chairman) George Adamson Ann Beech	<b>Calendar of Committee Meetings</b> (at 10.00 am and at County Buildings, Martin Street, Stafford ST16 2LH unless otherwise stated)  25 July 2014, 10.00 am 5 September 2014, 10.00 am
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Len Bloomer	16 October 2014, 10.00 am
Maureen Compton	18 December 2014, 10.00 am
Tim Corbett	23 January 2015, 10.00 am
Geoff Martin	6 March 2015, 2.00 pm
Geoff Morrison	
Diane Todd	
Rev. Preb. Michael Metcalf (Co-optee)	
Paul Woodhead (Co-optee)	
Ellen Wright (Co-optee)	