

**Prosperous Staffordshire Select Committee**

Thursday, 16 October 2014

**10.00 am**

Oak Room, County Buildings, Stafford

John Tradewell  
Director of Democracy, Law and Transformation  
8 October 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 5 September 2014** (Pages 1 - 8)
4. **Progress Report: Superfast Staffordshire** (Pages 9 - 14)  
Report of the Cabinet Member, Economy, Environment and Transport
5. **Progress Report Project W2R** (Pages 15 - 24)  
Report of the Cabinet Member, Economy, Environment and Transport
6. **Work Programme** (Pages 25 - 32)
7. **Exclusion of the Public**



The Chairman to move:-

“That the public be excluded from the meeting for the following items of business which involve the likely disclosure of exempt information as defined in the paragraphs of Schedule 12A (as amended) of 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)	Candice Yeomans
Geoff Martin	

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

## **Minutes of the Prosperous Staffordshire Select Committee Meeting held on 5 September 2014**

Present: Brian Edwards (Chairman)

George Adamson  
Ann Beech  
Len Bloomer  
Tim Corbett

Rev. Preb. M. Metcalf  
Martyn Tittley (Vice-Chairman)  
Diane Todd  
Paul Woodhead

**Also in attendance:** Ben Adams and Philip Atkins

**Apologies:** Maureen Compton, Geoff Martin and Geoff Morrison

### **PART ONE**

#### **6. Declarations of Interest**

There were none on this occasion.

#### **7. Minutes of the Prosperous Staffordshire Select Committee held on 25 July 2014**

**RESOLVED** – That the minutes of the Prosperous Staffordshire Select Committee held on 25 July 2014 be confirmed and signed by the Chairman.

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

The Select Committee had helped shape the early development of the Strategic Economic Plan (SEP) at their meetings of 17 October and 20 November 2013. They now considered the significant progress made.

In March 2014 the Stoke-on-Trent and Staffordshire Local Enterprise Partnership (SSLEP) submitted a long-term (2020) SEP for the area. The Plan had been developed with a range of partners and had five central objectives: connected county; competitive urban centres; growth in key sectors; a skilled workforce; and Stoke-on-Trent as a core city.

Following negotiation with the Government the SSLEP Growth Deal had secured £82.2m investment in the following eight key economic projects that would deliver 4,900 jobs.

- 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.

The Growth Deal represented a successful opportunity to secure economic growth and create quality jobs across the whole of Staffordshire.

Mr Philip Atkins, Leader of the Council, updated Members in detail on the progress made. He emphasised the need for a locally skilled work force that was able to take advantage of the jobs created. He thanked the team behind the Growth Deal for their expertise and dedication. There was a need to evidence each projects' success in order to access further funding.

The Chairman queried what scrutiny Stoke-on-Trent City Council had undertaken on the SEP and whether there would be benefit to joint scrutiny between the two councils. A protocol had been established with regard to joint scrutiny of the SEP. There had been one joint meeting at which the LEP Chairman attended. Officers were not aware of scrutiny on the City Plan, however City Council officers were more likely to have been involved in any such scrutiny work.

Members felt the Growth Deal was good for both Staffordshire and Stoke-on-Trent. There was some disappointment expressed as Cannock had not been included in the first round of the Growth Deal, however there was a hope that they would benefit from round two. However Cannock had benefitted from developments with the Mill retail construction with the creation of 600 jobs.

Some concern was expressed at the comparatively low levels of innovation in Stoke-on-Trent and Staffordshire, being ranked 35<sup>th</sup> out of 39 LEP areas. Universities were centres for innovation and work was already being developed at Keele and Staffordshire Universities. There was a need to further develop the work between local businesses and the universities.

**RESOLVED** – That: a) the opportunities provided by the Strategic Economic Plan and the Local Growth Deal in unlocking economic growth be recognised; and b) the Select Committee considers the timescale for undertaking scrutiny of the delivery of the Growth Plan projects as part of their work programme planning.

## **9. The Ofsted Focused Inspection in Staffordshire**

As part of its desk-based review and regular data monitoring Ofsted could identify a theme or performance issue in a local authority area that they consider needed further investigation. In such circumstances a focused inspection would be carried out. On

Monday 11 March Ofsted notified the authority of their intention to undertake a focused inspection in Staffordshire. Ofsted's concern for Staffordshire centred around progress made by pupils as they moved through primary schools, prompted by schools performance data showing progress made between early years through to Key Stage (KS) 2. This area of concern had already been identified through the authority's own analysis of school performance and was reflected in the school improvement priorities already shared with schools, including at the District events held early in spring 2014.

The Focused Inspection looked at 19 primary school inspections selected by Ofsted, an anonymous telephone survey of 22 good or better schools and a sample 18 schools inspected. The sample of schools inspected represents 6% of the total number of Staffordshire primary schools (295). The feedback presented a mixed picture, with Inspectors noting a number of strengths, reflecting on some variability of views and a number of key areas for development. The Inspections also took place against a different and tougher inspection framework with different inspection criteria underpinning the judgments, therefore preventing direct comparisons.

The Cabinet Member, Learning and Skills highlighted that the inspection had not included any discussion with the local authority or with their stakeholders. He felt that this had allowed a level of misinformation to exist, for example around the relationship between Human Resources and their part within Entrust. This confusion could have been avoided if Ofsted had included discussions with the local authority.

Following feedback and under the governance of the Children's Improvement Board and the Ofsted Programme Board, a detailed action plan had been drawn up to address issues raised and Members received a copy of the plan. Over the last six weeks in particular a range of resources had been mustered to enable nearly all the actions to be completed or be underway. The Commissioner for Education and Wellbeing thanked the Council for their support in finding this resource. The launch point for these actions was September, at the start of the new academic year.

There was an expectation that school to school support would be used to share strengths and expertise. Members asked how such support was brokered. Such work was undertaken in a number of ways, with schools encouraged to learn from each other, working collaboratively without the need for any brokerage. Where the authority had concerns around school improvement they would broker this work and where there was a need to purchase support then this would be done through Entrust.

Members heard that 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 there was a school improvement partnership in place that worked and was developing rapidly. There had been a considerable step change in performance, with an improvement from 63% to 78% of all Staffordshire schools (maintained and academies) now being judged "good" or "outstanding", which was a faster rate of improvement than nationally. Whilst the Focused Inspection feedback supported consideration of important issues for the County it was not fully representative nor typical of Staffordshire trends in inspection outcomes. However, this inspection was seen as timely and helpful in its challenge, enabling focus for development on key areas.

Ofsted used two key measures, the percentage of schools graded good or outstanding and the percentage of children rated good or outstanding. Categorisation was used for all schools, both maintained and academy. Differences existed in communication and intervention between the categories of schools, with the local authority having no statutory right of intervention for academy schools. In instances where the authority had concerns over an academy they had a duty to notify the Department for Education (DfE). Staffordshire also invited the academy concerned to discuss the issues with the authority and as yet no academy had declined. Dialogue was established with the DfE over academy performance and progress, therefore enabling performance issues to be tackled hopefully before they developed.

The Cabinet Member, Learning and Skills, reminded Members that as the number of academies continued to rise the Government had identified the need for regional bodies to manage them more effectively. These eight regional bodies came into force from September 2014. One Staffordshire head had been elected by his peers to be on the body that oversaw academy performance.

Members received a list of those Staffordshire schools judged as “requires Improvement” or “special measures” (Ofsted grades 3 and 4 respectively). This was a shorter list than 12 months ago and Members were informed that work was underway with all schools to ensure they were on an upward trajectory. The school improvement systems were now sophisticated enough to identify issues for development. However schools remained on this list until Ofsted returned to re-inspect them irrespective of improvements made.

The robustness of the authority’s systems was crucial in supporting school improvement. Ofsted always commented on the level of local authority support and over the last 12 to 18 months this had been 95% positive.

Members asked whether the local authority enjoyed full co-operation from all Staffordshire schools. The focused inspection signalled that a range of views were held by schools. However the authority would be having conversations with schools that needed support and if they were not willing to engage then intervention was a possibility. There was an obligation on schools to have these conversations and in general this worked well as all parties wanted the best for Staffordshire children.

Members noted the mixed response from schools in terms of how well they felt the local authority new them. The Cabinet Member, Learning and Skills, explained that in the main this was an issue of perception that would be addressed through a range of methods including the September letter. This letter set out the authority’s relationship with the school in terms of the level of support required. It also set out contacts for a range of issues and listed key events. However there was also an obligation on the authority to encourage schools to work autonomously.

Members acknowledged the immense amount of work involved in this. They asked what the nature of the relationship was between the authority and both Ofsted and the DfE, and whether this was collaborative or hostile. Relations were positive, with examples given of a number of projects where Her Majesty’s Inspectors (HMI) were working with the authority in developing expertise in school improvement. Projects included work in both Tamworth and Burton-upon-Trent looking at tracking progress of individual pupils.

A request had also been made to Ofsted for expertise in developing a programme around accelerated reading progress. At an Autumn term meeting between the DfE and the Commissioner for Education and Wellbeing, the DfE had commented on the positive relationship they had with Staffordshire local authority. The authority had regular conversations with the DfE. However in some instances it was more difficult for schools to understand that involving the DfE early in issues was positive in helping to tackle the areas of concern.

Work had been undertaken by the Commissioner for Education and Wellbeing with schools in the Cannock region in July and Members thanked her for her support in this area. There was a need to address performance in the District to ensure that the children in Cannock were given the best opportunities to reach their potential. The Cabinet Member, Learning and Skills, told Members that every Staffordshire child had the ability to do well but some improvement was not as quick as others, noticeably in Cannock and Tamworth. Whilst it was difficult to be specific on the reasons for this, there were issues around aspiration and ambition which were challenging. The introduction of the pupil premium should help in addressing some of these issues and local authorities would be challenging schools to show how their pupil premium had been spent and the difference this had made.

There had been some difficulty with engagement with some head teachers in the Cannock area which also needed to be addressed. In particular there had been some concern over communication with the head of one academy. Members asked how quickly the DfE acted where an academy was referred to them by a local authority. Where there was a concern with an academy the local authority would inform the DfE. There was no obligation on the DfE to share their response with the authority. However on the whole Staffordshire had a strong relationship with the academies which enabled discussions on school performance to take place.

Members asked what focus had been given to special schools with regard to school improvement and the Action Plan. In particular they felt the Raiseonline information and the data dashboard were not a good indicator of progress for special schools and Members wanted to know how this would be addressed. Major reforms within the area of Special Educational Needs (SEN) were underway, with Education Health and Care Plans replacing statements of educational needs. These Plans would be specific to the child and identify clear progress measures that would enable an accurate assessment of progress to be drawn. Sharing best practice between special and mainstream schools was also key in driving improvement.

Members felt that the Action Plan evidenced a move from re-active to pro-active school improvement and they thanked the Commissioner for Education and Wellbeing for the work she had undertaken.

**RESOLVED** – That: a) the feedback from the Ofsted Focused Inspection be noted; and b) the comments recorded above by the Select Committee on the local authority response and action plan be noted and used to support the action to address areas for development highlighted in the focused inspection feedback letter.

## **10. Education Support Services - Commissioning and Contract Performance Report for School Improvement**

At their meeting of 24 January 2014 the Select Committee had requested an update report reviewing the progress and performance of the education support services commissioning and contract arrangements with Entrust. Since the start of the new joint venture in April 2013 significant steps had been taken to secure a robust, effective and efficient commissioning and delivery of school improvement services. These steps included; 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 secured effective strategic and operational management of the services.

The traded offer from Entrust was not covered within the report but was a significant part of their work. The school improvement element of their work focused on five key school improvement priorities. Every time a piece of work was commissioned it was linked to one of these priorities. Although some work addressed more than one priority there was no multiple recording. The authority was close to completing their annual self-assessment which would include how successful commissioning delivery had been.

Members received details of the key performance indicators (KPIs) around intervention and support, curriculum development and governor services. Over the last 18 months robust governance arrangements had been developed to look after contracted arrangements, with the Joint Operations Board working alongside Entrust colleagues to monitor progress on a monthly basis. The August report showed that all contractual KPIs were working.

The Cabinet Member, Learning and Skills, informed Members that the real work was what lay behind the figures, having dialogue and explanation to move forward.

Emma Pearson, Chief Executive, and Sharon Kelly, Director of Education Services, attended the Select Committee from Entrust. They shared infographics setting out key facts and statistics, areas where a difference had been made and moving forward to 2015. The Select Committee found these very useful and suggested they be shared with all county councillors to help illustrate to work of Entrust.

An incredible job had been done with regard to the structure of the new organisation and its governance and Members were informed that the transition had been smooth.

Examples of Entrust investment were shared, with £6m invested in Outdoor Education Centres (OEC) to update facilities that now catered for a wider age range, delivered clear programmes and opened all year rather than term time only. There was now a key need as well as a key outcome to everything Entrust delivered. Entrust had a dialogue with schools to ensure they matched delivery with needs, with the business advisory group (made up of Staffordshire head teachers) helping to develop the offer and give feedback.



Customer R Management (CRM) visits were undertaken with schools. These were normally between the chair of governors, head teacher and/or bursar and a representative from Entrust at Director level. The meetings were to ensure that commissioning was successful with the right package for the individual school. 91% positive comments had been received with regard to school improvement, however there was a need to continue to develop and improve the offer. New offers and new ways of working included around school improvement via school to school support. A body of associate consultants had also been established to enable the right support to be available. This included a national market for education within the resource and allowed the consultant base to grow and be reactive and flexible.

Members queried how communication would be improved to ensure schools understood better the services involved. The first year of the new company had focused on the smooth transition and there was now a need to build on relationships with the breadth of schools. CRM visits would help with this. The timing of the focused inspection was helpful in highlighting possible improvements in communications and addressing issues around perception.

**RESOLVED** – That a) the progress in developing the approach to commissioning and contract managing school support services be noted; and  
b) the update on education support services contract performance be noted.

## **11. Work Programme**

Members reviewed their work programme. Following today's meeting items would be included on:

- a 6-9 month progress report on following the Ofsted focused inspection
- the impact of the SEND reforms

Members also asked what progress had been made in connection with the Bradwell Lane Petition from their 25 July meeting. The Coroners report had not yet been published, however once this was available the issue would be considered again by the Select Committee. The Petition lead and the local Member had been informed that this was the position and that they would be invited to attend when the issue was re-visited. Bradwell Lane would be included on the work programme.

**RESOLVED** – That the above amendments to the work programme be agreed.

**Chairman**

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



Local Members' Interest

**Prosperous Staffordshire Select Committee  
16<sup>th</sup> October 2014**

**Progress Report: Superfast Staffordshire**

**Recommendation**

1. This progress report is for information purposes only.

Cllr Mark Winnington, Cabinet Member for Economy, Environment and Transport

**Report**

**Background**

2. Cabinet approved £7.44m capital expenditure (21<sup>st</sup> March 2012) as match funding to the £7.44m contribution from Broadband Delivery UK, to extend the superfast broadband network across Staffordshire.
3. Broadband Delivery UK (BDUK) is part of the Department of Culture, Media and Sport (DCMS) and has been set up to facilitate the delivery of superfast broadband services to areas that are not considered commercially viable by existing service providers (e.g. BT & Virgin).
4. Having undertaken a framework procurement exercise, BT was awarded the contract, which was duly signed on the 23<sup>rd</sup> May 2013. The value of the contract is £27.35m.
5. By mid-2016 97% of the premises in Staffordshire will be connected to the superfast fibre network. Approximately 472,000 (95%) premises will be able to receive speeds in excess of 24 Megabits per second. All premises in Staffordshire will be able to receive a minimum of 2 Mbps as part of the Universal Service Commitment.
6. Since the contract was signed a joint County Council, BT and BDUK project team have been formed, along with the governance structures required to deliver the project in line with BDUK requirements.
7. The project will be delivered in a series of 8 phases over the two year fibre deployment period, starting in 2014 and due for completion in 2016.

8. Over 500 individual structures will be upgraded during this period, deploying over 1 million meters (approx. 621 miles) of fibre in the process. Approximately 90,000 premises in the intervention area will be connected to the fibre network.
9. Since April 2014 approximately 12,000 premises have been connected to the fibre network and can now access superfast speeds in excess of 24Mbps. Early exchange areas to benefit include Ash Bank, Blackshaw, Burntwood, Burton-on-Trent, Cannock, Fordhouses, Gospel End, Heath Hayes, Lichfield, Milford, Rugeley, Stafford, Stoke, Tamworth, Trentham, Waterhays Dimsdale and Yoxall.
10. 83 of the 519 digital cabinets have been fully installed and commissioned to deliver these services. Many more are in the various stages of construction and will be ready for service before the end of the year.
11. The project team have recently undertaken an Open Market Review to ascertain the extent of superfast broadband coverage by the commercial operators, including the impact of this project across Staffordshire and the City of Stoke. Initial indications are that the size of the Staffordshire “final 5%” will result in approximately 35,000 residential and business premises not having access to superfast broadband by the end of the current project.
12. In recognition of the 35,000 premises shortfall in superfast broadband provision, BDUK have allocated Staffordshire a further £1.68m, which will need to be match funded if it is to be drawn down. This would lead to an approx. £4m extension to the current project and start to address the shortfall. The project team is exploring various options for securing the match funding, however it is proving to be very challenging. If funding is secured the project would undertake an additional framework procurement exercise to ensure the maximum number of premises were enabled for the available funding, thus ensuring best “value for money”. If match funding cannot be secured the BDUK allocation will be reallocated to other projects.
13. Recently a study by SQW (UK Broadband Impact Study Nov 2013) concluded that the BDUK funded interventions are projected to return approximately £20 in net economic impact for every £1 of public investment.
14. To ensure that Staffordshire realises the full benefit of this major infrastructure upgrade and the County’s investment, it will be important that Staffordshire residents and businesses make full use of the superfast broadband services. To this end, members of the Superfast Staffordshire project team will lead the promotional and awareness raising activities, to ensure communities and business alike are alerted to the provision and benefits of the service. This will involve working with stakeholders, parish councils and locally recruited broadband champions to work with communities to ensure these services are fully utilised.
15. To ensure SME businesses fully realise the benefits of superfast broadband the Optimising Business Broadband project has been developed. This will consist of several awareness raising events, interactive webinars, downloadable tools and “face to face” support. Further details can be found at [www.optimisingbusinessbroadband.co.uk](http://www.optimisingbusinessbroadband.co.uk). This is delivered by the Superfast Staffordshire project team in partnership with Shropshire County Council and is part funded by the European Regional Development Fund (ERDF).

16. Recently the project has secured a further £67,000 of additional funding from Government Equalities Office to assist women in business to make the best use of superfast broadband within their businesses. This will also apply to women wishing to set up a business. The assistance will be in the form of conferences, workshops, mentoring, networking and case study activities. The programme will be delivered by WiRE (Women in Rural Enterprise), Chamber of Commerce and Simply Staffordshire. Further information can be found here: [www.wirechallenge.org](http://www.wirechallenge.org)
17. The training of Digital Champions has started, with a series of workshops in both the North and South of the County; further events will be scheduled as the rollout progresses. An online Google Group has been set up to share knowledge and experiences across both the project and County as a result of these events. Interest continues to grow as the project gathers momentum; @SuperfastStaffs has 700 followers currently.
18. Superfast Broadband will impact positively on many aspects of Staffordshire life and public service delivery, hence Staffordshire County Council's recognition of its strategic importance. It is anticipated that the provision of superfast broadband will strengthen the local economy by helping attract further inward investment, improving productivity & competitiveness and providing access to new markets. In addition, citizens will benefit from an improvement in services and access to: payments on-line, internet banking, shopping, e-government, e-learning, video calling, digital medical care, on-demand television and much more.

### **Link to Strategic Plan**

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

The people of Staffordshire will:

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

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

**Community Impact** – see Appendix 1

### **Contact Officer**

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### **List of Background papers**

[www.superfaststaffordshire.co.uk](http://www.superfaststaffordshire.co.uk)

Twitter @superfaststaffs

[www.optimisingbusinessbroadband.co.uk](http://www.optimisingbusinessbroadband.co.uk)

[www.wirechallenge.org](http://www.wirechallenge.org)

## Appendix 1

### Community Impact Assessment for Superfast Broadband for Staffordshire

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

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





Local Members' Interest
N/A

**Prosperous Staffordshire Select Committee  
16<sup>th</sup> October 2014**

**Progress Report Project W2R**

**Recommendation/s**

1. That the Committee Accepts the Report and that further actions for the improvement of environmental and financial performance of the contract be encouraged.

**Report of Name Portfolio Holder – Mark Winnington  
Director – Helen Riley  
Partners – Sandwell MBC, Walsall MBC and Warwickshire CC  
Contractor - Veolia ES Staffordshire Ltd**

**Summary**

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

2. After two and a half years in construction, the W2R Energy Recovery Plant was brought on line in October 2013 and has now completed a full year of operation. Final commissioning was completed on March 17<sup>th</sup> 2014 with the plant being officially opened by the HRH Duke of Gloucester on 14<sup>th</sup> May 2014.
3. This report contains a summary of the project to date and asks that the Committee accepts the report and acknowledges the hard work and effort by all parties concerned to bring this project in on time and on budget.
4. The committee is also asked to approve the outline of future plans for the plant which will benefit the county council by decreasing the authority's costs at no detriment to the local community or wider environment.

**Report**

**Background**

5. The Project was initiated in 2006 as part of Staffordshire's Municipal Waste Strategy to achieve zero waste to landfill and maximise recycling rates to at least 55% by 2020. The County and its partners, Warwickshire, Sandwell and Walsall were awarded £122.4M of PFI grant aid to help with the financing. As a result the authority will save up to £400M over the life of the project compared to landfill costs. Each year a saving of 49,000 tonnes of carbon will also be saved compared to a landfill based alternative.

As a reminder to all Committee members the project is described below:

Contract Awarded to Veolia ES Staffordshire Ltd (Veolia).

Main subcontractors known as EPC Contractors CNIM Clugston (Staffordshire) Ltd

Location: Four Ashes Industrial Estate, South Staffordshire

Land: 4 Hectares of brown field development land acquired by Staffordshire County Council in December 2007

Planning: Planning Approved by SCC 29 April 2009

Planning Permission for Veolia design February 2011

Technology: Energy from Waste (EfW)

Size: 300,000 tonnes per annum

Waste: Residual Waste only after kerbside recycling (55%)

**Source**

Staffordshire	106,132 -141,510 tonnes per year
Warwickshire	29,723 - 39,630 tonnes per year
Walsall	46,687 - 62,250 tonnes per year
Sandwell	42,458 - 56,610 tonnes per year
Total	225 -300,000 tonnes
Commercial	0-75,000 tonnes

Waste Transfer

New Transfer Station to serve Tamworth and Lichfield at Lower House Farm, Warwickshire

**6. A project timeline is set out below:**

<b>Event</b>	<b>Date</b>	<b>Comment</b>
Provisional Preferred Tenderer announced as Veolia	June 2010	No challenges to the procurement process
Veolia appointed	June 2010	
Contract and Financial Close	29 July 2010	
Veolia submits new planning application	August 2010	
Planning Permission determination.	3 February 2011	Unanimously passed
Planning Notice	18 February 2011	
Judicial Review Challenge Period	18 Feb – 18 May 2011	No Challenges received
Preliminary site preparation works	February 2011	Completed
SCC completed works on A5 junction	9 May 2011	
Start of works on site	14 June 2011	
Environmental Permit application made	June 2011	
Commissioning	Summer/Autumn 2013	Completed
Plant Operational	October 2014	
Full Services Commencement	March 2014	
Official Opening	14 <sup>th</sup> may 2014	
Initial Contract Expiry Date	31 March 2039	
Extension Expiry Date	4 years from the Initial Expiry Date	

Below are some photos of the plant construction:







## 7. Employment

During construction of the plant over 300 people were employed at the site at any one time. Many local subcontractors were used to supply a range of products from local canteen services to electrical control systems and building materials. Although many of the main subcontractors were based overseas, during construction over 90% of the workforce lived or lodged locally.

The plant now employs 36 full time staff.

## 8. Health and Safety

During construction over 1.4M man-hours were expended on the site with only 3 reportable accidents, only 2 of which resulted in an actual injury.

## 9. Current Operations

The plant has been in full operation since mid- March 2014; some basic statistics from April to July this year are:

Plant Availability – 96.75%

Plant availability for contract waste (SCC/SMBC/WCC/WMBC) – 99.97%

Contract tonnage delivered – 92,867

Delivered tonnage – 117,981

Processed tonnage – 110,688  
Export MWh – 72,954 (approx. 24MW/h)  
Efficiency kWh/t of waste – 659

Since April the plant has saved the County over £1m in landfill costs.

## Recycling

All the Bottom Ash (IBA) from the plant – 23% by weight and 10% by volume - is now recycled into aggregates at Veolia's facility in Castle Bromwich.  
Waste from the flue gas cleaning system (approx. 2%) is sent to underground landfill in Salt Mines in Cheshire.  
Overall therefore, only 2% of the waste treated at the facility is not either converted to energy or recycled.

Overall recycling rates for Staffordshire authorities continue to increase to just over 54% (target 55% + by 2020) with some councils exceeding 60%. The opening of the W2R plant has had no negative effect on recycling rates in the county.

## 10. Environmental Impact

The key factors which affect the environmental impact of the plant are:

Impact and volume of road and traffic.  
Noise, dust, odours and litter.  
Emissions to air.

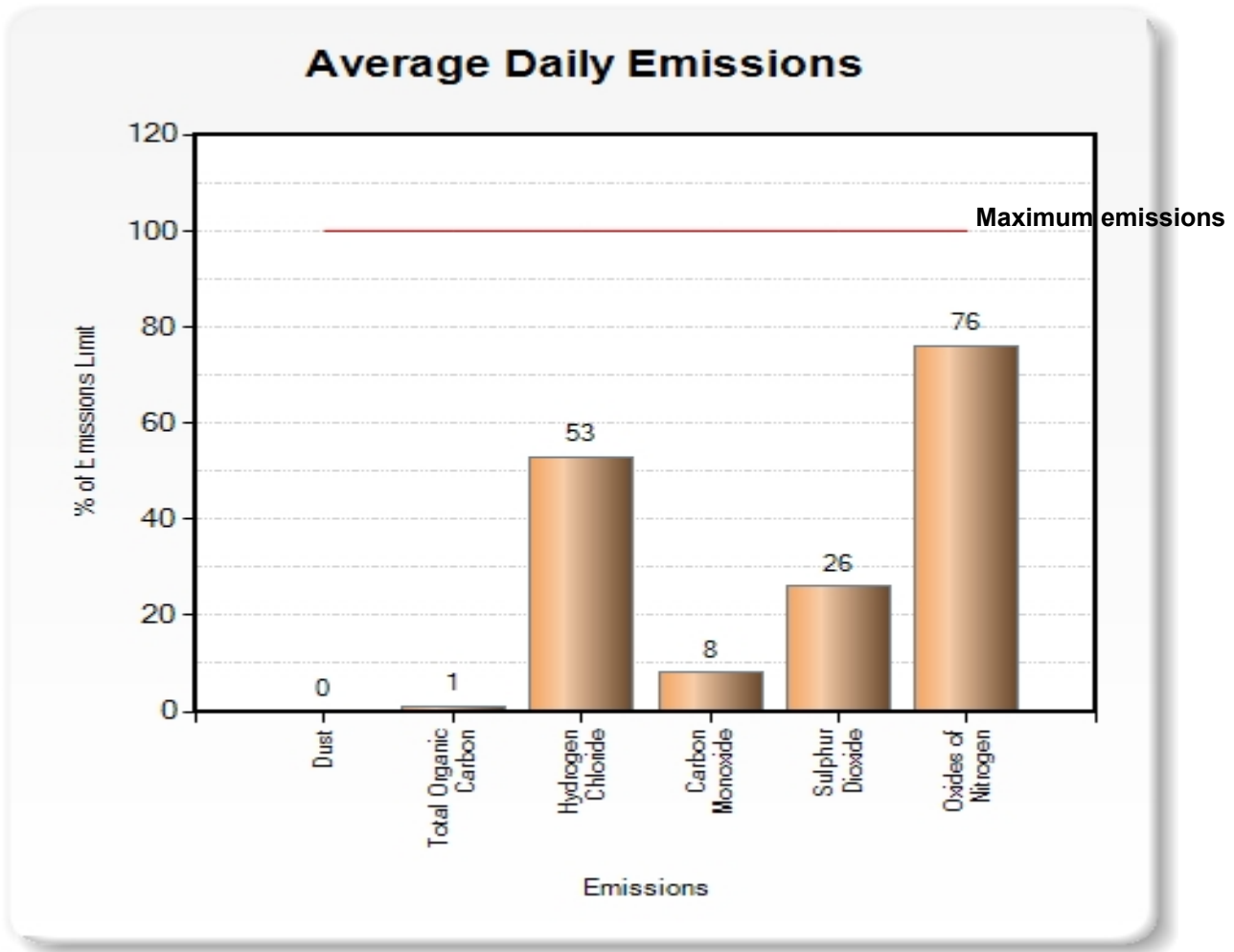
To date the plant has operated well within its maximum permitted limits for vehicle movements being on average 150 movements per day compared to the 200 limit. No vehicles have been reported traveling outside the permitted routes.  
No complaints about, dust, flies, noise or smells have been received. Some issues with litter on the approach road have been experienced and litter clearing and a sweeping has been enhanced as a result.

The graph below shows how the plant is performing well within its permitted limits for air emissions.

Members of the public can access average emission performance each month via the web:

<http://www.veoliaenvironmentalservices.co.uk/Staffordshire/Our-Facility/Emissions-to-air-data>

## Emissions to air data



### 11. Future Plans

From 2016 Veolia will be taking up to 30,000 tonnes of residual waste from Telford and Wrekin DC to the plant under a long term contract.

We are still working closely with both the Ministry of Justice (Featherstone Prison) and private developers at the Bericote Industrial estate to see if a Combined Heat and Power (CHP) network can be established to utilise waste heat from the plant. A grant of £100,000 has been awarded from DECC to undertake detailed business cases and technical studies. The plant has exceeded its original tender specification and is capable of creating power from up to 330,000 tonnes of waste per year. As a result Veolia intend to apply for an Environmental Permit variation and Planning Permission to increase the capacity of the plant. Any increased waste inputs will remain within the original parameters for vehicle movements, air emissions and other environmental impacts.



## **12. Link to Strategic Plan**

This project was initiated several years before the current strategic plan. However the plant is a key factor in the waste management strategy which through our activities such as waste to energy, recycling and provision of household waste recycling facilities (HWRCs) supports the Great Place to Live, Right for Business and Enjoying Life priorities.

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

The W2R project has been presented to scrutiny select committee or its predecessors on a number of occasions since 2008.

## **14. Community Impact**

A Community Liaison Group has been established and has met at regular intervals since the start of construction. No significant issues have arisen through the group. Impact of the plant on the local community is so far less than expected.

## **15. Contact Officer**

Ian Benson - Commissioner for the Sustainable County:  
Telephone No.: 01785 276550  
E-mail: [ian.benson@staffordshire.gov.uk](mailto:ian.benson@staffordshire.gov.uk)

## **16. Appendices/Background papers**

*N/A – We may have a time lapse video to show of the plant construction.*





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	Members welcomed the investment and will give consideration to the best approach to scrutinising progress of the 8 projects, including whether joint scrutiny with Stoke-on-Trent City Council would be appropriate.
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 – Commissioning and Contract Performance 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.	Members noted the progress made and will continue to monitor progress, in particular around communication.
The Ofsted Focused Inspection 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, and	Members welcomed the work already underway and will scrutinise progress of the action plan (at their March meeting).

Item	Date of meeting when the item is due to be considered	Link to the Council's Business Plan	Details	Action/Outcome
			specifically on the outcome of the Ofsted Focused Inspection	
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 Create the right conditions to attract and grow business in Staffordshire.	Monitoring progress with delivery	
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 an updating on progress	
Improving Connectivity in Staffordshire Cabinet Member: Mark Winnington Lead Officer: Clive Thomson	18 December 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)	
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	18 December 2014  (a briefing note will be available	<b>Great Place to Live</b> Use and maintain our built and natural environment to improve health and wellbeing and strengthen community	To update Members on the production of a management plan for the county council owned countryside estate.	

Item	Date of meeting when the item is due to be considered	Link to the Council's Business Plan	Details	Action/Outcome
	in July/August 2014 on this issue in preparation for the main discussion later in the year)	assets. <b>Enjoying Life</b> Strengthen public confidence in the county as a great place to live with lots of opportunities to enjoy life.	This could be considered in a briefing note initially.	
Achieving Excellence – Libraries in a Connected Staffordshire Cabinet Member: Mike Lawrence Lead Officer: Janene Cox/Catherine Mann	23 January 2015	<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.	
School Improvement Programme 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	Strategy circulated to Members on 26 September 2014	<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.	
Impact of SEND reforms Cabinet Member – Ben Adams Lead Officer – Lynda Mitchell	6 March 2015	<b>Ready for Life</b> Focus on school improvement and providing access to a good education.	To consider the impact of the SEND reforms for Staffordshire children.	
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	

Item	Date of meeting when the item is due to be considered	Link to the Council's Business Plan	Details	Action/Outcome
Bradwell Lane Cabinet Member – Mark Winnington Lead Officer – Richard Harris	tbc	<b>Included on the work programme as part of the Petition Scheme process</b>	Shugborough and Cannock Chase)  A petition with over 2,500 signatures requesting traffic calming measures at Bradwell Lane, Newcastle had been presented by Mrs Emma Meadon at the 25 July Select Committee. This issue will be considered again once the Coroners report on the fatal accident that prompted the petition has been received.	
<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 following the issues highlighted in the Ofsted report “Pupils missing out on Education”.	

Item	Date of meeting when the item is due to be considered	Link to the Council's Business Plan	Details	Action/Outcome
<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.	

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