

Prosperous Staffordshire Select Committee

Friday, 6 March 2015

2.00 pm

Oak Room, County Buildings, Stafford

John Tradewell
Interim Chief Executive
26 February 2015

A G E N D A

1. **Apologies**
2. **Declarations of Interest**
3. **Minutes of the Prosperous Staffordshire Select Committee held on 23 January 2015** (Pages 1 - 8)
4. **Infrastructure+** (Pages 9 - 26)
Report of the Cabinet Member, Economy, Environment and Transport
5. **Staffordshire's Learning Infrastructure Forecast** (Pages 27 - 46)
Report of the Cabinet Member, Learning and Skills
6. **Case Study of Ironman 70.3 Staffordshire** (Pages 47 - 56)
Report of the Cabinet Member, Economy, Environment and Transport
7. **The SACRE Annual Report**
The SACRE (Standing Advisory Council for Religious Education) Annual Report had previously been circulated to all County Councillors. Co-opted Members (who had not previously received a copy) will have been sent the Annual Report with this agenda. The Chairman of the SACRE Reverend Prebendary Michael Metcalf, will give a brief update on the work of the SACRE as outlined in the report.



8. **Work Programme**

(Pages 57 - 68)

9. **Exclusion of the Public**

The Chairman to move:-

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

Part Two

(All reports in this section are exempt)

nil

Committee Membership

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

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

**Minutes of the Prosperous Staffordshire Select Committee Meeting held on 23
January 2015**

Present: Brian Edwards (Chairman)

Ann Beech
Len Bloomer
Maureen Compton
Tim Corbett
Geoff Martin

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

Also in attendance: Ben Adams and Mike Lawrence

Apologies: George Adamson and Geoff Morrison

PART ONE

27. Apologies

Apologies were received from Councillors Adamson and Morrison.

28. Declarations of Interest

There were no declarations of interest.

**29. Minutes of the Prosperous Staffordshire Select Committee held on 18
December 2014**

RESOLVED – That the minutes of the Prosperous Staffordshire Select Committee held on 18 December 2014 be confirmed and signed by the Chairman as a correct record subject to amendment that the reference to Needwood Forest on page 2 should read Newborough.

30. Libraries in a Connected Staffordshire (part 3)

The Cabinet Member summarised the work that had been undertaken over the last twelve months to adapt and reposition the library service to enable it to remain a sustainable, relevant and valued part of the community and to deliver £1.325m savings. The Cabinet Member acknowledged the feedback from consultations with the public, staff and Trade Unions, petitions and debate in full Council. Key themes of the proposals put forward were assessed against criteria and following evaluation by two independent evaluators, they have been incorporated into the development of new proposals. The consultation process had also highlighted the opportunity for further exploration of a number of themed suggestions that can be developed in parallel to the proposed model. The Commissioner for Tourism and the Cultural County summarised the key changes in a presentation to the Committee:

All libraries will remain part of the County Council network of libraries.

The terms 'Extra' and 'Core' have been removed.

All libraries which were initially proposed as 'Extra' or 'Core' are all part of one category - Staffordshire County Council Managed/SCC Delivered libraries where the County Council will continue to manage and deliver the full library service, sharing space, where possible, with a wide range of partners to facilitate access to extra services.

Community organisations in several locations have expressed an interest in managing their local library. The Council will work with those organisations using the agreed criteria to propose to Cabinet how the Council will contract with and support community organisations to manage and deliver their local services. These libraries that will be known as Community Managed/Community Delivered libraries.

Finally, where no community group has currently expressed an interest in managing their local library, these libraries will be SCC Managed/SCC delivered libraries where the Council will retain responsibility for the library building and the service will be managed by the Council. Day to day operations and any enhancements to the service will be undertaken by volunteers.

Community Managed/Community Delivered and SCC Managed/Community Delivered will have access to paid members of support staff.

Training and support to volunteers and an online portal to support volunteers will be established and an enhanced Library Plus (online service) is also being investigated. The mobile and travelling library service will be subject to a review in 2015. The schools library service will be considered as a fully traded service and the prison library service as a fully funded service by the Ministry of Justice. With Cabinet's agreement the functions that County Council must ensure it can provide as a commissioner of a library service will be translated into organisational structures and job roles as part of the transition process. All aspects of the library service will be reviewed and reduction in the number of roles and redundancies may result. Consultation with Trade Unions will continue. Library opening hours will also be reviewed. The process will begin next month with procurement commencing in June 2015. In June-September 2015 work will take place with community organisations, with further decisions on procurement in September. In October 2015 Community Managed/Community Delivered libraries will be established.

Members asked for a list of libraries in each category. The list of libraries in each category is still being finalised but it remains the Council's aspiration that SCC Managed/Community Delivered libraries will become Community Managed over time. The County Commissioner stated that at this stage the Committee was being asked to comment on the proposed model. A list of libraries in each category would be available in summer 2015.

Members asked for further detail on the access that Community Managed/Community Delivered libraries would have to paid staff. The Council will work with each library to identify the level of support required and will put in a structure to ensure there is effective support. Staff will work with Friends of and other organisations to ensure there is a link between Community managed and Community delivered libraries.

Members asked if the intention was to move all libraries to the Community Managed/Community Delivered model over time and expressed concerns about the availability of volunteer support and long term viability. There will be an assessment of the skills and functions required to provide effective support. There is a need to grow capacity and a model will be built that will support communities going forward. The level of support required may change over time but reassurance was given that it would be there.

Members referred to the development of the on-line portal and the need to ensure that this is well-managed and regularly updated to be effective. The on-line portal will be an integral part of the training package and will be available for volunteers. Management of and support for the on-line portal will be built into the revised staffing model.

Members asked if there would be break clauses built into the contracts with community organisations. The Council is taking legal advice and investigating what is happening in other parts of the country with a view to developing robust legal agreements that are not open to challenge. Discussions will take place with community organisations on how the agreement can be shaped, bearing in mind the Members' concerns.

Members asked what would happen if volunteers did not come forward to run local libraries. A concern was expressed that volunteers may not come forward from deprived areas. There had been a good response to the request for expressions of interest from volunteers from all areas. The Council will now take this forward to the next stage of development, working with volunteers to grow the volunteer base during the transition period and they will work with VAST (support and advice for the voluntary and community sector in Staffordshire) and Support Staffordshire to train volunteers, reviewing the capacity to move volunteers around, as required. Volunteers would have access to the same training as paid staff, with initial and on-the-job training being provided.

Members expressed concern regarding the long-term viability of Community Managed/Community Delivered libraries, given the reliance on volunteers. The County Commissioner reiterated that these libraries would still be part of the Staffordshire library network and as such were part of a professionally managed service with access to support for volunteers. This should ensure the long term sustainability of libraries.

The Chairman asked if the Community Council for Staffordshire had been involved in developments. The Council had involved them in discussions and would keep communication channels open going forward.

Members also asked that Parish and Town Councils be asked to identify volunteers, requesting the Council to give an indication as to how many hours volunteers might be expected to commit. They also asked how many library staff would be made redundant. Parish and Town Councils had been an important part of the consultation and will be important partners going forward. It will be possible to identify the number of volunteer hours required as timetables for libraries will be developed. The County Commissioner indicated that all roles in libraries were being reviewed and staffing structures developed. This process is just beginning so it was not possible to give an indication of the numbers of staff that would be made redundant. However, roles will be different going forward.

In response to a question by Members asking if profit making or commercial businesses could take over libraries and if preference would be given to non-profit making businesses, the County Commissioner indicated that non-profit making organisations had expressed an interest and their business cases would be evaluated. The Cabinet Member responded that he would consider a library being co-located within a building where a business is taking place. The Committee expressed concern regarding the long-term viability of Community Managed libraries reflecting on the transfer of some public sector functions that had resulted in them being taken over by private businesses. The Cabinet Member stated that the Council was a commissioning authority but there was no intention for this to happen with the library service. He said that his ambition was that a community based organisation managed Community Managed/Community Delivered Libraries in the next three years.

Responding to a question from Members for examples of places where Community Managed/Community Delivered Libraries existed, the County Commissioner explained that Warwickshire was an advanced model with 16 libraries that were Community Managed/Community Delivered and officers from the Council had been advising and supporting Staffordshire. Members reiterated the importance of a good support network for library volunteers.

The Director of Place wished to place on record her thanks to the County Commissioner and the Libraries and Arts Manager for their hard work and the Cabinet Member thanked library staff for their positive attitude and engagement throughout the process. The Committee endorsed the Cabinet Member and Directors' thanks to the County Commissioner and Library and Arts Manager for their work.

RESOLVED- That a) the report was accepted;
b) the Cabinet Member was asked to take on board the comments of Members in taking his report to Cabinet in February; and,
c) the Cabinet Member report progress to the Committee in six month's time.

31. Educational Achievement in Staffordshire

The Cabinet Member introduced Jim Tarpey, interim Director of Education, Trudy Pyatt, Senior Commissioning lead for School Improvement – School Improvement and Tim Moss, County Manager for Education.

The Cabinet Member summarised the overall educational achievement of, and work that had been done on school improvement in, Staffordshire during 2013/14. The Cabinet Member acknowledged that Staffordshire schools are improving in a number of key areas and levels of attainment and progress in the Early Years Foundation Stage and Key Stage 1 are excellent. The focus in 2014/15 will be at Key Stage 2 and Key Stage 4 where Staffordshire schools need to accelerate improvements and there are variations in attainment between districts and for different pupil groups, such as those eligible for Free School Meals and Pupil Premium. The responsibility for school performance lie with school governors and head teachers and the wider local authority education team support them. Some schools in Staffordshire are now working in formal networks to support each other and there is increasing emphasis on the performance of those

networks. The Council has adopted a policy of intervening earlier to provide commissioned support through our school partner Entrust (or other partners) to schools and this is having some impact. The Cabinet Member acknowledged the importance of educational attainment, of which results are one indicator, but stated the importance of ensuring that pupils are happy, healthy physically, mentally and spiritually. He would be working closely with public health colleagues on well being and doing more to help pupils and parents make an informed careers' choice. Bright Futures (a parents' guide to careers) had been set up and briefings on this service had begun.

The Senior Commissioning lead indicated her intention to focus support and advice to school leaders at KS2 and KS4 in response to the results detailed in the report. The County Manager explained the attainment summaries in the report drawing attention to the fact that there had not been compulsory national collection of teacher assessments at KS3 in 2014, and so there were no national or statistical neighbour results for comparison. At KS4 there had been changes introduced by the Secretary of State that had impacted on what qualifications counted toward key measures. Mr Tarpey added that there were not enough outstanding schools in Staffordshire and he would be working with schools in Cannock to move them from Good to Outstanding. Enabling more National Leaders of Education would help.

Members asked if the trend for schools to transfer to becoming academies impacted on results at KS4, noting that some results in Tamworth were disappointing. The Cabinet Member acknowledged that results in Tamworth (and Cannock) were a focus of his attention. Strong leadership and embedding aspiration were fundamental. Some academy schools were doing well, however some were doing poorly. The results of pupils in academies were taken seriously, but the local authority was not represented on governing bodies and cannot apply the same level of encouragement. He was pleased that Regional Schools Commissioners were monitoring the performance of academy and free school governing bodies and ensuring robust governance. The Cabinet Member considered that the same issues existed across academy and non academy schools. The Cabinet Member was pleased that the new school strategy was having an impact. Regular meetings were held between commissioners and academies to discuss performance.

Mr Tarpey stated that he has a strategic lead in Cannock and would be happy to take up discussions with the local Tamworth Member on education matters in her area.

The Senior Commissioning lead highlighted good progress that had taken place in Tamworth and described a peer to peer project that had taken taking place in primary schools to tackle school performance, working with Her Majesty's Inspector. The project had been supported by national and local education leaders from Newcastle under Lyme and this project would be extended to East Staffordshire in spring 2015 There was another project on work scrutiny in Tamworth. Progress was also being made in the Cannock area. Last term a range of briefings were provided for head teachers and this showed that Cannock was one of the most improved districts and was moving at pace. Working with local Councillors in their local areas to discuss school performance had been positive and councillors had a key role in encouraging schools to work together.

Members emphasised the importance of teachers in making a difference in schools. Head teachers and governors are responsible for performance management systems

and ensuring teachers reach the national teaching standard and that progress is good and moderated across the school to ensure consistency. Governors have an important role in triangulating evidence across the whole school and challenging and supporting the head teacher. It was added that it is important to attract, retain and develop teachers in Staffordshire and encourage support in individual schools and in clusters.

Members asked if it would be possible to separate academy results in the statistics. The Cabinet Member explained that an analysis showed similar issues and gaps as for non-academy schools.

In regard to the KS2 results Members noted that small improvements could result in a significant change in the National Rank, much of which was outside our control. In KS4 Staffordshire was above the national average but in the third quartile nationally. Members asked if this was down to the very poor performance of a few schools. The County Manager confirmed that there would be 9,000 pupils in this cohort and a 1% movement would therefore represent 90 pupils. Members asked if it was more important for Staffordshire to be above the national average than to consider which quartile they were in. The County Manager stated that it was important to look at both measures. The aspiration of the local authority is to perform as the best. Therefore to be in the higher quartiles would reflect this aspiration.

Members acknowledged the importance of school governors and of collaboration, particularly for new governors who can feel isolated. However, many schools have not engaged in the Governors' Forum. Members asked what governors could do to promote better engagement between governors.

The Cabinet Member acknowledged the important contribution that the Governors' Forum over the last twelve months. However, some schools do not recognise the value of alliances with other schools and that more needed to be done to encourage similar schools to network. A cultural change was required amongst governors but good results have been achieved where schools have reached out to partners and communities. Following consultation with Uttoxeter residents on proposals to change from a three tier to two school organisation model, it had become evident that more needed to be done to share with parents the results of schools in the local area, to raise community expectations and drive improvements.

Members asked for clarification on the KS2 assessments and tests data and asked if the expected progress was assessed by teacher assessment and at KS3.

At the end of KS2 reading and maths are tests. For the last three years writing at KS2 has been based on a teacher assessment. Expected progress is based on a figure at the end of KS1 – two levels of progress from KS1 to end of KS2. However, Staffordshire expects more than two levels of progress. For KS3 information is not statutorily collected nationally, but is based on a teacher assessment.

Members considered the APS (average points score) per entry at A Level and Equivalent confusing. However, it was pointed out that from a higher education point of view it was easier to measure APS as there are a wider variety of qualifications (apart from A levels) that are taken into account at the end of Key Stage 5.

Members offered to set up a Working Group to monitor the school improvement strategy. The Cabinet Member stated that he would welcome scrutiny engagement but proposed that scrutiny involvement be deferred until summer 2015 to allow time for the School Improvement Strategy, new roles and the pilot studies to take effect. Following discussion, it was agreed that the Cabinet Member give further consideration to the scope of this item and that it be deferred until June/July 2015.

RESOLVED – That: a) the report be accepted; and
b) further consideration be given to undertaking further detailed scrutiny of school improvement in June/July 2015.

32. Work Programme

There were no comments on the Work Programme.

33. Exclusion of the Public

34. Exempt Minutes of the Prosperous Staffordshire Select Committee held on 18 December 2014

RESOLVED – That the exempt minutes of the Prosperous Staffordshire Select Committee held on 23 January 2015 be confirmed and signed by the Chairman.

Chairman

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
N/A

Prosperous Staffordshire Select Committee - 6 March 2015

Infrastructure+

Recommendation

- a. That the Prosperous Staffordshire Select Committee note the progress on implementation of the Infrastructure+ contract and comment on the proposals for governance, performance management and suggest how the committee would like to be involved in ongoing scrutiny of the partnership performance.

Report of Mark Winnington Cabinet Member for Economy and Infrastructure

Summary

1. The committee was consulted prior to the award of the Infrastructure+ contract to Amey PLC at its meeting on 12th February 2014.
2. The committee is asked to note the progress on the implementation of the partnership to date.
3. Previously the committee asked to be kept informed about developments in relation to the other services in scope outside of traditional highway maintenance.
4. The committee also asked to be involved in the governance of the contract. At that time the arrangements were still under discussion. This has developed in to a working model and the committee now has the opportunity to specify the information it would like to receive and the input it would like to have.

Report

Background

Contract mobilisation

5. The contract with Amey was signed on 15th August and the initial services to be delivered were mobilised and commenced on 1st October as originally planned.
6. Members may recall that the contract always allowed for the delivery of highway maintenance and construction functions to replace the previous term maintenance contract. The procurement process we undertook included the potential for additional services to be delivered through the contract subject to demonstration of better value and service.

7. During the period between announcement of Amey as the preferred bidder and the contract completion, two work streams looked at network management type functions and highway design services.
8. These were chosen as sensible things to decide upon prior to mobilisation so as to be able to include them and if appropriate mobilise alongside the maintenance and construction functions.
9. The business cases for the Network Control hub and the Design Hub are available as background documents.
10. The new contract therefore became responsible for the following services on 1st October.
 - a.Reactive Highway Maintenance
 - b.Cyclical Highway Maintenance
 - c.Winter Service
 - d.Highway Construction Schemes

And from the business cases:

- a.Highway Network Management
 - b.Highway Inspections
 - c.Highway Design
11. This mobilisation process involved the transfer of just over 100 County Council employees to Amey as well as over 200 employees and operatives from Enterprise to Amey. Although Amey's parent company bought Enterprise they are still two separate legal entities as far as the implementation of this contract is concerned.

Retained Function

12. As part of the mobilisation process we put in place the organisational structure for the Council's management of the partnership. We thought it critical to make sure that the respective organisational structures were developed together.
13. The County Council has three managers responsible for different parts of the contract all reporting to James Bailey Commissioner for Highways and the Built County. The areas of responsibility for these managers are,
 - a. Highway Asset Strategy – responsible for maintenance type activities
 - b. Highway Developments and improvements – responsible for new construction and improvement works

- c. Highways Regulation and Governance – responsible for overall network management including third party work and overall contract governance and performance.

14. Within the regulation and governance team are compliance inspectors who work across all work areas to monitor and investigate quality control issues.

ICT Systems

15. As part of this process there has been an implementation of a new ICT system for the recording of highway defects and management of the operational process referred to as the Amey Standard Operating Model (SOM).

16. Ongoing is the implementation of a new asset management system and the transfer of data from previous systems to the ones proposed by Amey in their bid.

17. The implementation of ICT has been programmed to allow operational procedures to continue with as little disruption as possible. There remain some activities to be transferred to new systems but these should be complete by May 2015. This is with the exception of the Street Lighting PFI ICT system which is part of a separate process as it doesn't form part of the Infrastructure+ contract.

18. One of the requests from members had been better feedback to members and the public on issues reported to us. We have a long term ambition to integrate this with the council's customer relationship management program LAGAN. In the meantime we have implemented this through the SOM software.

19. This means that currently people reporting defects who provide an email address are notified that the issue has been logged then when it has been inspected or reviewed and if appropriate where work has been requested and finally when it is complete.

20. People reporting problems are given an explanation of how the issues has been dealt with for general enquiries and a work reference number for issues where repair works are required. Currently this works number can be looked up on the internet and a description of the work requested and the priority given can be seen.

21. Our next stage of development is to add this information in to the email rather than people have to look it up on the web site.

22. In addition to this we are in the process of holding a number of sessions with members where they can see the operational control room in action and see how issues are logged and dealt with. We are then showing members what information is available for both reactive and programmed works. We will be asking members to give us direction on what information they would like to receive and what should be made available more widely to the public and parish councils.

Other Services

23. As mentioned previously there is scope within the infrastructure+ contract to include a further wide range of services. We are now in the process of evaluating those other services to see how they can be improved within the partnership whether that is by

provision by Amey or by improved partnership working or indeed by other delivery mechanisms.

24. No decisions have been taken on any of these other service areas yet. The timetable for an initial appraisal of options is May. The following services are part of the process.
- a. Professional Services; (elements considered separately, but detailed within one report)
 - i. Lighting contract management
 - ii. Intelligent Traffic Systems (ITS) Management and maintenance
 - iii. Environmental Specialist Service provision
 - iv. Transport Planning
 - v. Road Safety
 - b. Highways Laboratory
 - c. Community Liaison (short and long term options)
 - d. Partnership working with the District Councils and City Council
 - e. Management of Rights of Way
 - f. Management of Country Parks
 - g. Shugborough
 - h. Data Management
25. The exception is Shugborough which is at present undergoing a feasibility analysis of the whole management of the estate.

Governance Arrangements

26. The governance arrangements for the partnership were largely outlined during the procurement process. It comprises a three tier structure as follows,
- a. Strategic Partnership Board made up of:
the Cabinet Member for Economy and Infrastructure, the Cabinet Support Member for Highway and Transport and the Deputy Chief Executive and Director for Place from the County Council. Representing Amey are the Local Government Division Managing Director, the Business Director and the Commercial Director.
 - b. Operational Commissioning Board made up of:
four officers who are heads of service for the services in scope of the partnership and four senior managers from Amey.

c. Project Delivery Teams

There are several groups made up of the operational management.

29. In addition to this we are in the process of establishing Outcome groups. The basis of these is to inform the partnership about its development activities and influence how and what it delivers. We have a priority list of issues to be informed by outcome groups these are:
- a. Social Value
 - b. Volunteering
 - c. Environmental
 - d. Customer Information/Involvement.
30. The arrangements and responsibilities of the respective groups are included in the contract and the relevant section is available as a background document.
31. In addition to these partnership arrangements both the parties have their own organisational decision and monitoring systems. Decisions on behalf of the County Council will be taken with existing delegated powers and responsibilities. This means that these governance arrangements do not bypass the existing decision making process of which this committee forms a part.
32. The committee is encouraged to suggest how it would like to be involved in the monitoring of the performance of the partnership as a whole and the contract.

Performance Management

33. A two tier system of performance measures has been developed and is in the process of being implemented. An initial suite of Key Performance Indicators has been agreed for reporting to the Strategic Partnership Board. A number of these indicators are only collected annually as they are based on national surveys for comparison purposes.
34. The suite covers the following areas:
- a. Customer Satisfaction
 - b. Financial
 - c. Health, Safety and Environment
 - d. Partnership Growth and Benefits
 - e. People and Staff
 - f. Service Performance.
35. There is still development work to do to enable all of them to be collected but the initial draft reports of these measures are included as an appendix.

36. In addition to these are a suite of operational indicators which are reported to the Operational Commissioning Board. These are geared towards the ongoing management of the service delivery with the headlines being reported in the KPIs as the service performance.
37. As mentioned previously there are specific posts in the County Council structure responsible for quality auditing. The partnership has been established to be self regulating in terms of quality control and so this function is an auditing function to give confidence that the systems in place do give the required level of quality. It is intended that this resource be flexible to be targeted towards areas that require rectification or development.
38. Future performance reports will include information on quality issues arising from these audits.

Contact Officer

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Appendices/Background papers

*Appendix 1
Key Performance Indicators*

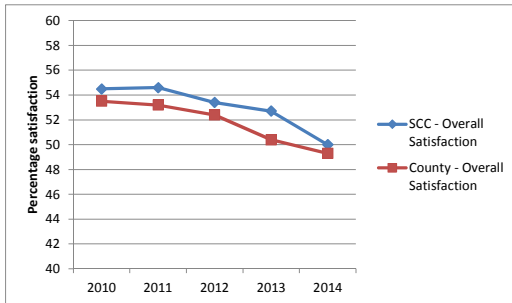
Background Documents

*Background Document 1 - Network Control Hub Business Case
Background Document 2 - Design Hub Business Case
Background Documents 3,4 & 5 - Governance arrangements extract from Contract*

Customer Satisfaction

National Highway and Public Satisfaction Survey 2014 Annual

Overall satisfaction



Most important

(% of vote)

The condition of roads	25
Pavements & footpaths	18
Safety on roads	17
Traffic & Congestion Levels	11

Other (including bus service, stre

29

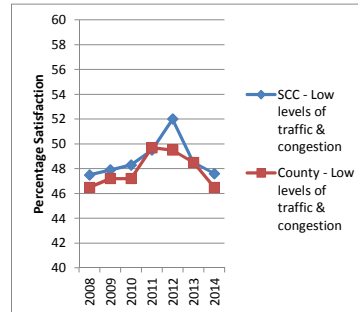
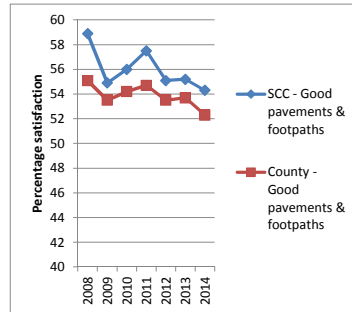
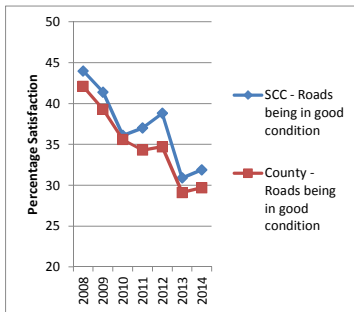
Which three most in need of improvement

The condition of roads	27
Pavements & footpaths	17
Traffic & Congestion Levels	15

Satisfaction with the condition of roads

Satisfaction with pavements & footpaths

Satisfaction with traffic & congestion levels



Staffordshire County Council - Feeling the difference survey Annual

Waves 15 - 17 Headline Results - November 2013 to November 2014

% of people who thought the most important things in making somewhere a good place to live were:	Roads & pavements	25
	The level of traffic congestion	20

The most important aspect identified by this question was Crime Level with 59%

% of people who thought the top things that most need improving in their local area were:	Top three	%
	Activities for young people	30
	Roads and pavements	29
	Traffic congestion	22

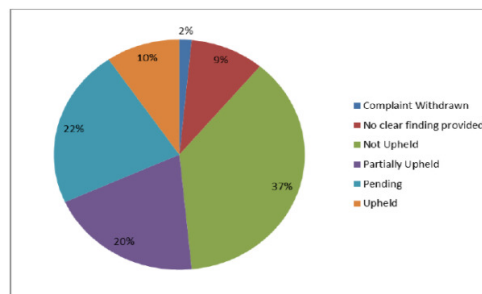
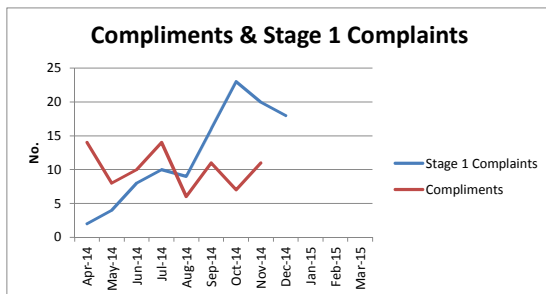
*This represents 3 combined waves of the survey; waves 15-17. face to face survey.
Wave 15 results were from Nov '13, Wave 16 results were from March '14 and Wave 17 results were from Nov '14.
Over the 3 waves there were 3,598 respondents in Staffordshire.*

Reputation Tracker now replaced by Feeling the difference survey carried out in conjunction with Staffordshire Police & City of Stoke-on-Trent Council

Staffordshire County Council Highways & Built County - Compliments & Complaints Monthly

Number of compliments and complaints

Stage 1 Complaints - Finding

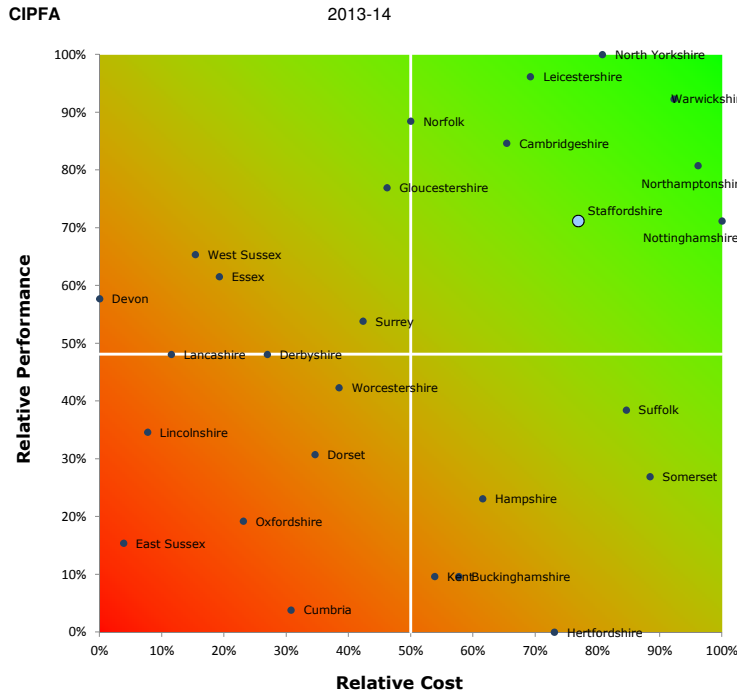


Notes December data for compliments not available at 27th Jan 2015

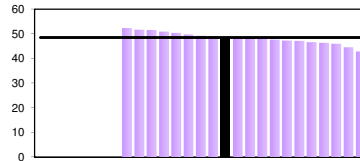
Financial

Service Benchmarking

Annual

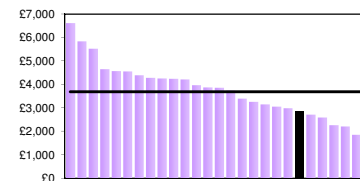


NHT KBI 24 - Overall satisfaction with highway maintenance



Staffordshire 48.7
 Median 48.4
 Upper quartile 50

Highway maintenance unit cost £/mvmiles



Staffordshire 2875
 Lower quartile 2932

Asset based unit costs

Annual

Information required

Supplier benchmarking

Annual

Information required

Not currently available due to Amey procurement exercise

Non value added expenditure

Annual

Information required

Reduction in maintenance costs

Annual

To be developed

Cost control

Quarterly

Service	Gross £'000	Income £'000	Net £'000	Q3 Forecast	
				Outturn £'0000	Variance
Built County (includes School Crossing Patrols)	45,523	-14,259	29,264	28,514	-750
Rural	3,041	-590	2,452	2,452	0
Shugborough	1,368	-890	328	328	0
Connectivity Strategy	533	-6	527	526	
Total	50,465	-15,745	32,571	31,820	-750

Variance in Built County mainly due to a one off receipt of income being held pending conclusion of a national legal case

Cash Flow

Quarterly

Information required

Currently no standard Amey report but change in legislation from April 2015 will require report which is being developed

Third Party Income

Quarterly

Information required

Health & Safety, Environment and Quality

Recycling

Annual

Cost Benefit

Material produced by depot

Lichfield	13668
Gailey	6068
Leek	5600
Meece	19388
Sites	3700
Total	48424

Material used

Schemes	30800
Maintenance	11400
Sales	6200
Total	48400

Cost to produce @ £3.75/tonne £181,590

Cost of virgin aggregate @ £8.75/tonne £423,500

Cost benefit

	Tonnes	Cost	Benefit/saving
Use of recycled v raw material			£241,910
Landfill costs avoided	41624	7.99	£332,576
Tar contaminated landfill costs avoided	6800	120	£816,000
Sale of materials	6200	3.68	£22,816
		Benefit	£1,413,302

Cost to produce £181,590

Net Benefit £1,231,712

H&S Balanced Scorecard

Monthly

	Oct-14	Nov-14	Dec-14	Amey Government Group (Benchmark)
Amey Government (Staffordshire)	3	4	5	1
Amey Consulting (Staffordshire)				
SCC Highways & Built County				

Amey Score range is from -6 to +6, -6 reactive and high likelihood of harm, +6 proactive low likelihood of harm

Environmental Balanced Scorecard

Monthly

	Oct-14	Nov-14	Dec-14
Amey Government	0	2	

December data is not available until early February 2015

NB This is a score for non PFI Amey Government Contracts which includes Staffordshire but an individual score is not currently available

Amey Score range is from -6 to +6, -6 reactive and environmental impact is worsening, +6 proactive low and environmental impact is reducing

Partnership Growth & Benefits

Embedding Volunteering Strategy

Maintaining volunteering numbers	Annual
Information required	
Increasing volunteering scope	Annual
Information required	
% of staff who have used Community Day	TBC
Information required	
Social ROI	Annual
<i>Under development & awaiting handover within Amey</i>	

People Development Opportunities

At January 2015

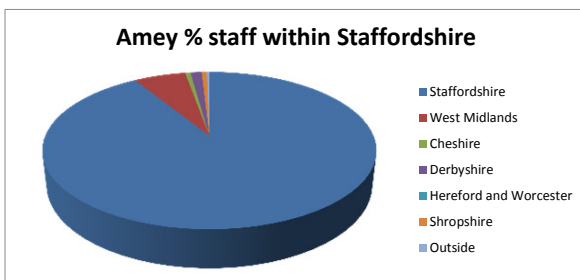
Apprenticeships & Trainees			Annual
	No of apprentices	Trainees	
Amey Consulting	0	0	
Amey - Local Government	3	1	
Staffordshire County Council (Highways & Built County)	0	4	
Partnership	3	5	

Number employed at end of period

Value to Staffordshire

At January 2015

Spend through the partnership in Staffordshire			Annual
% of Staff within Staffordshire	Total staff employed	% within Staffordshire	
Amey	319	91.20%	
Staffordshire County Council (Highways & Built County)	96.4	To be developed	
Partnership	415.4		



3rd Party Incomes

Value & number	Annual
Information required	

Participation with Partnership

Incoming clients	Annual
Information required	

People & Staff

Staff Development

Annual

Training	October to December 2014		
	FTE (End of Period)	No of Training Days	Average Days/Employee
Amey Consulting	52	0	0.0
Amey - Local Government	267	114	0.4
Staffordshire County Council	96.4	21	0.2
Partnership	415.4		

Data for Amey is December only

Staff Satisfaction

Annual

Amey
Information required

Staffordshire County Council

Next staff survey due to be carried out in February 2015

Partnership

Sustainable Workforce

Staff Turnover	October to December 2014			Annual
	FTE	No of starters	No of leavers	Leavers %
Amey - Consulting	52	0	0	0.0%
Amey - Local Government	267	0	1	0.4%
Staffordshire County Council (Highways & Built County)	96.4	1	4	4.1%
Partnership	415.4			

Data for Amey is December only

Leavers is voluntary leavers

Attendance Management

October to December 2014

Monthly

	FTE	Total Days	Days/employee
Amey	52	17	0.3
Amey - Local Government	267	275	1.0
Staffordshire County Council (Highways & Built County)	96.4	144	1.5
Partnership	415.4		

Data for Amey is December only

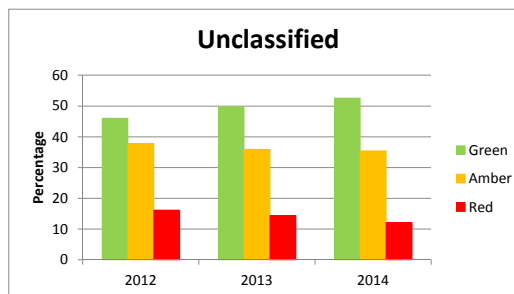
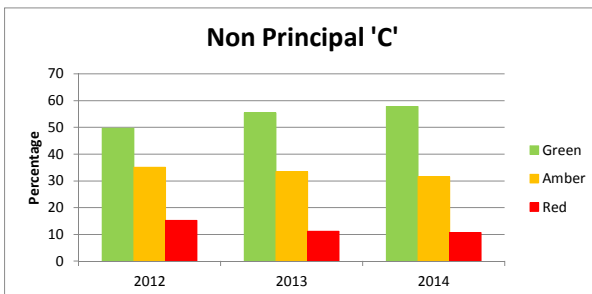
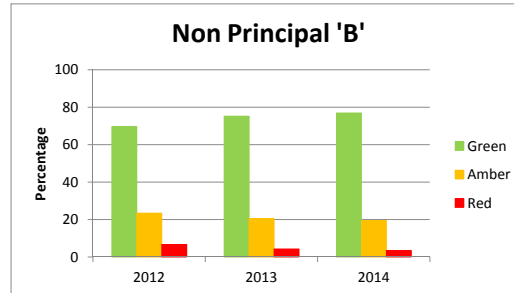
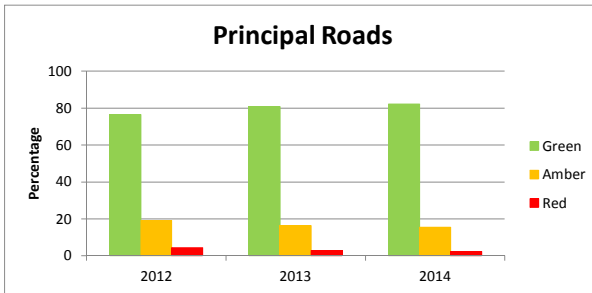
Data for SCC is Highways & Built County only and excludes School Crossing Patrols

Service Performance

Road Condition

Annual

	Percentage of network				Total
	2014 Principal	B' Class	C' Class	Unclassified	
Green	82.2	77	57.8	52.6	
Amber	15.5	19.6	31.5	35.4	
Red	2.3	3.4	10.7	12.1	
'Red' Length km	28.8	22.1	137.7	299.7	488.3

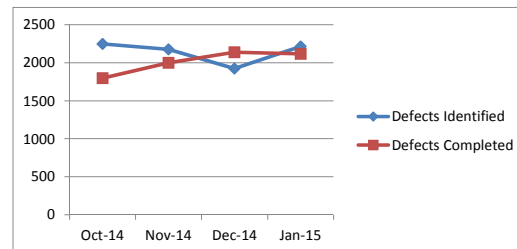


Defect Numbers

Monthly

	Oct-14	Nov-14	Dec-14	Jan-15
Defects Identified	2248	2178	1923	2216
Defects Completed	1798	2000	2137	2118
Outstanding Defects/Works				13965

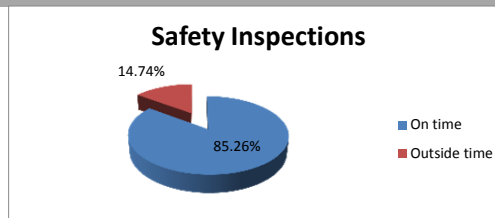
January data not full month



Safety Inspections

Monthly

Frequency of Inspection	Percentage	
	On time	Outside time
Annual	90.13%	9.87%
Monthly	67.54%	32.46%
Quarterly	71.29%	28.71%
Overall	85.26%	14.74%



Capital Programme Progress

Monthly

Information required

Local Members' Interest
N/A

Prosperous Staffordshire Select Committee – 6 March 2015

Staffordshire's Learning Infrastructure Forecast

Recommendations

- a. That the Select Committee endorses the proposal that a priority is placed on the strategic development of Staffordshire's Learning Infrastructure Forecast in the 2015/16 business planning year
- b. That Select Committee explore within their work programme the necessary alignment of wider planning, prioritisation and capital programme decisions where significant interdependencies exist in order to support delivery of the Staffordshire Learning Infrastructure Forecast
- c. That the Select Committee provides comment and recommendations in regard to the development of Staffordshire Learning Infrastructure Forecast document.

Report of Ben Adams, Cabinet Member for Learning and Skills

Summary

1. Staffordshire has a clear and ambitious vision set out in the strategy "Achieving Excellence in Learning and Skills". Securing access to the right provision, at the right time, in the right place is a key commissioning challenge within this strategy.
2. The County Council - working with the extensive network of Early Years settings, schools, specialist settings, FE colleges and training providers and the related funding agencies and stakeholder groups - is fully committed to securing the best outcomes for learners by investing wisely and well to create a flexible learning infrastructure that delivers our strategic outcomes.
3. The County Council has a range of statutory duties to fulfil and operates within a fast-moving and very dynamic environment. Changes to legislative frameworks, new freedoms and flexibilities for providers, rapid demographic and planning shifts, along with new resourcing and funding parameters all contribute to the complexity of the situation.
4. To best manage this, the County Council wishes to produce a Learning Infrastructure Forecast for the county. The Staffordshire Learning Infrastructure Forecast (SLIF) is a key document to be developed to outline the strategic principles, approach and headline programme. Select Committee members will be able to comment and inform the development of this document at an early stage.
5. The document will be named an "Infrastructure Forecast" rather than an "Infrastructure Plan" to reflect the uncertainty and complexity of school place planning in terms of, for example, the housing market in each area of the county, receipt of capital funding from

government and developers, changes in parental preference and individual school performance, births and inward and outward migration, new government legislation and policy, building costs, the increasing number of autonomous academies, introduction of Community Infrastructure Levy. All of these factors combine to create a volatile environment.

6. By 2030 Staffordshire is expected to see significant growth with a minimum of 59,457 new homes planned to be built. There are significant challenges to be addressed through the Infrastructure Forecast: with an accelerating demand compared to the established pattern of supply and the significant pressures this will place on capital programmes, resources and investment. There is also a need to align the related infrastructure that is interdependent with school place planning, which includes roads, transport and travel, ICT, strategic property, local housing growth plans, inward investment plans and aligned maintenance programmes of work.
7. In contrast, there are areas of the county where population growth is not expected and where schools rolls are low and/or falling. This presents challenges to the maintenance of valued educational provision in often rural and isolated communities, and where viability and sustainability can become salient issues.
8. Select Committee members are invited to comment on these interdependencies and promote links, including through their on-going work programme of scrutiny activity.

Report

Background – Strategic Context

9. Staffordshire’s strategy “Achieving Excellence in Learning and Skills” sets out the County Council’s vision and ambition for education in Staffordshire. It confirms the pivotal role that learning and skills play in underpinning the delivery of the council’s vision of “Connected Staffordshire, where everyone has the opportunity to prosper, be healthy and happy”.
10. Each of the council’s three priority outcomes relies upon the provision of high quality and effective education to Staffordshire residents so that they will be better able to access good jobs by having the right skills and qualifications; make good choices to live a healthy and independent life by being informed, intelligent and responsible for the choices they have; and be fully able to achieve their full potential both as individuals and as citizens, overcoming obstacles and tackling disadvantages.
11. There are seven pillars to the Learning and Skills strategy each of which is a critical factor in the success of the overall approach. This includes “**Flexible Learning Infrastructure**”. All pillars of the strategy interrelate and link to the key commissioning questions that the county council asks in order to fulfil the array of education and wellbeing functions and statutory duties that it holds. Commissioners ask:
 - a. Have we got the right supply provision in the right place to meet local needs and statutory obligations? (Led by the Access to Learning sub-team)

- b. Is the provision the best that it can be - including quality, impact and outcomes for learners? (Led by the Education Excellence sub-team)
 - c. Does each individual get their fair chance to achieve and thrive? (Led by the Inclusion and Wellbeing sub-team)
 - d. Does this lead into jobs, growth, prosperity and independent adult life? (Led by the Skills and Employability sub-team)
12. A simple schematic has been developed and shared with partners setting out the commissioning roles and functions and is attached as **Appendix A** as background information.

A Flexible Learning Infrastructure – What are we trying to achieve?

13. This pillar of the strategy recognises that Staffordshire is a large county and very diverse in its characteristics. In our more rural settings being well connected with appropriate access to good local learning and skills provision is a focus, when access, size and sustainability can be issues. In our more urban settings ensuring that clusters of provision work to strengthen and enrich the local offer is a focus when competition, specialisation or inequalities can be issues. Furthermore, schools and other settings represent a major public investment in each local community and these assets need to work hard for us both in and outside of a formal learning context.
14. Changes in population, through demographic shifts and other circumstances demand that our infrastructure is sufficient, suitable and flexible enough to respond to need. Combining good access with a viable, safe and well-maintained infrastructure is an on-going priority and challenge, and therefore a key component of our overall system for learning and skills.
15. Our strategy sets out that a flexible learning infrastructure would need to ensure that each school and setting:
- a. Contributes positively as a valued public asset within its community
 - b. Adapts and is appropriate to meeting needs
 - c. Organises to meet demand
 - d. Is accessible, inclusive, sustainable and efficient

What would success look like?

16. A flexible learning infrastructure will be:
- a. Open and available – we want all of our community to benefit from the public purse investment in school buildings and facilities, both through formal learning for children, young people and adults and through wider access evening and weekends to meet local need and demand

- b. Organised to meet demand – changing populations will be well accommodated in a flexible and responsive system that educates in good quality safe environment, utilising space well and responding to demand and choice
- c. Efficient and Sustainable – we want to see energy efficient and environmentally sustainable learning and skills infrastructure. Ensuring that the estate in terms of buildings are appropriately maintained, sustainable and attractive will keep our learners both safe and inspired to responsible beneficiaries of public investment
- d. Inclusive and Accessible – all parts of our community should be able to access appropriate learning opportunities and we will continue to strengthen the ability of the local infrastructure to meet specific needs so that people do not have to move out of county to access opportunities to learn

A New Challenge – A New Priority

17. Staffordshire County Council has a strong track record in terms of school place planning and admissions. Whilst primary school intakes have been increasing in recent years, In 2014/15, for example, 92% of parents were successful in gaining admission to their first choice of primary school for their child and for secondary schools the figure was 95%.

2014/15 School Year	Parents offered a place at their <u>first choice secondary school</u>	Parents offered a place at one of their <u>top three choices</u>
Staffordshire	94.9%	98.9%
West Midlands	81.9%	93.7%
England	85.2%	95.5%
2014/15 School Year	Parents offered a place at their <u>first choice primary school</u>	Parents offered a place at one of their <u>top three primary choices</u>
Staffordshire	92.4%	97.9%
West Midlands	89.5%	96.3%
England	87.7%	95.7%

Figure 1: Admissions offers made on respective Offer Days. Source: DfE statistics

18. Over the last five years in Staffordshire around 2,200 new primary places and over 200 secondary places have been created through schools maximising use of their accommodation and through capital investment of £33M.

19. However, the situation is changing and there is an escalating demand and new pressures emerging. Demographic changes resulting from increasing births, inward and outward migration and district and borough councils' plans for a minimum of 59,457 new homes by 2030 indicate a need for around £350M of capital investment to provide an additional 12,500 primary and 8,000 secondary school places over the next 15 years. Demand for new places will be greatest in areas with most new housing

planned, for example:

- a. East Staffordshire: over 3,000 primary and over 3,000 secondary school places.
- b. Lichfield District: around 1,700 primary and 1,500 secondary school places.
- c. Stafford Borough: around 2,300 primary and 1,700 secondary school places.

20. In addition, population growth will affect the need for places in special schools, specialist and alternative provision and early years and childcare.
21. The nature of the childcare market in Staffordshire is changing due to the government's 8-6 schools agenda, the increase of free places required (40% of two year olds now eligible), population increases and migration into the county. Gathering sophisticated intelligence with regard to supply and demand in the sector allows us to ensure sufficient places are available, in line with our statutory responsibilities. A further demand for free Early Years and Childcare places can be anticipated post general election 2015 due to manifesto pledges of all major parties. Staffordshire has one of the highest take ups (at around 73% of those entitled) in the country of funded 2 year old places.
22. Historically, the planning linked to different phases and types of learning provision have operated in different and distinct parts of the council's structures, with a mixed track record of collaborative and integrated working. Opportunity now exists to better integrate provision planning under a single strategic approach, drawing expertise together, and this should be grasped as a means to drive both efficiency and effectiveness.
23. Links with local planning authorities has evolved and the significance of developer contributions within the resourcing of growth and sufficiency is vital, although there is a large degree of uncertainty about future levels of contributions with legislative changes to the way district and borough councils collect those contributions. Changes to funding and the new demands for investment that can be projected arising from the planning also need to be managed as a key risk to the delivery of the programme. As with most local authorities, limitations on the county council's resources to invest in infrastructure means that sufficient central government funding for additional places (called "Basic Need") will remain essential, especially as recent growth in primary school pupils begins to increase demand for secondary school places.
24. A separate Capital Funding Annex is attached as **Appendix B** and provides a useful information on the funding of school places. Based on a number of assumptions, detailed within the annex, a capital funding gap of between £32m and £72.5m has been estimated against a £350m mainstream school programme spanning the next 15 years.

Statutory Duties of the County Council

25. There are a range of legal duties placed on Local Authorities pertinent to this aspect of the strategy and these include:
- a. Ensure the sufficiency of Early Years provision and places
 - b. Ensure sufficient school places in a locality
 - c. Ensure sufficient and suitable post 16 provision to meet reasonable need
 - d. Provide appropriate provision for children and young people with Special Educational Needs and Disabilities (SEND)
 - e. Ensure fair access to educational opportunities
 - f. Promote high educational standards
 - g. Promote parental choice and influence within the system
 - h. Promote diversity in provision
 - i. Promote the fulfilment of every child's educational potential
 - j. Support the most vulnerable including those in care, at risk of exclusion, missing/missing out from education
 - k. Promote sustainability and suitable travel to learn arrangements
26. Therefore, the scope of the Staffordshire Learning Infrastructure Forecast needs to encompass sufficiency, place planning, market development and capital programmes spanning from Early Years to school years and post 16, including specialist, alternative, as well as mainstream provision options.
27. The way in which these duties are delivered is shaped through an array of statutory guidance, policy frameworks, accountability regimes as well as local decision-making. Fundamentally, as a commissioning council, Staffordshire utilises a commissioning cycle to analyse-plan-do-review. The development of an infrastructure forecast is the articulation of this work to make it transparent, coherent and accessible to partners and stakeholders.

Staffordshire Learning Infrastructure Forecast

28. The Staffordshire Learning Infrastructure Forecast (SLIF) is a key document to be developed in order to outline the strategic principles, approach and headline programme. It will focus on articulating the ways in which Staffordshire intends to:
- a. Fulfil the core duties and functions associated with school place planning
 - b. Deliver the strategic ambitions and outcomes of the council

- c. Manage the prioritisation and progress of the programme of work associated with schools capital and skills capital
- d. Secure effective alignment of the SLIF programme with other core council functions

29. The intention is to deliver a forecast document during the summer term.

A Dynamic Programme Underpinning the Forecast

30. It is clearly recognised that the programme of work outlined within SLIF will be dynamic and fast-evolving, as the many factors that influence and inform it change on an almost daily basis. There are decisions well outside the remit of the council that will influence the forecast (such as when developers bring forward their plans for new housing, or planning authority decisions and processes, or the autonomous decisions that schools are free to make under devolved powers). Therefore, ongoing work will take place and we will work in strong alliance and partnerships to deliver for Staffordshire people and adhere to our values:

- a. Put the people of Staffordshire first: Responding appropriately to their needs to make a difference now and in the future by being open and listening respectfully.
- b. Value each other: Working collaboratively, and in partnership, to support each other, embracing constructive challenge and valuing our differences.
- c. Embrace doing things differently: Open to learning new things, being bold and taking risks to enable a sustainable future.
- d. Do the right thing: Working efficiently and effectively, committed to innovative and leading edge thinking to find the right answers, constantly seeking to achieve the highest standards.

Key Interdependencies and Aligned Investment

31. In order to deliver both the ambitions of the Learning and Skills Strategy and the developments of the Learning Infrastructure Forecast there are number of key interdependencies and alignments that would be necessary. An initial identification of these is illustrated in the table below:

Area/Programme of Work	Driver for Alignment to SLIF
District and Borough Council Local Plans	Effective local planning policies and spatial distribution of new housing sites will support provision growth in the most appropriate locations, new infrastructure, sustainable travel opportunities, and impact on associated costs of provision. Housing growth creates new demand and section 106 and Community Infrastructure Levy (CIL) contributions from developers are a necessary source of funding/resources to manage growth
Locality Planning	It is essential that the county council works in partnership with district and borough councils and developers so that we can plan the infrastructure required. Therefore school organisation is a priority within the 8 Locality Plans

	developed by the county council alongside our partners, with the county council's District Commissioning Leads talking local responsibility
Roads and transport infrastructure	Road networks and traffic flows impact significantly on accessibility, development costs, local planning approvals, safety and community impact
Strategic Property portfolio	Efficient and effective use of and relationship with the wider strategic property portfolio will impact on cost and quality.
Travel policy and Transport networks	Effective local planning and promoting local choice will support accessibility, sustainable travel, and impact on associated costs of provision
ICT Networks and Infrastructure	Essential to 21 st C learning environment, systems management and more flexible platforms
Inward Investment Portfolio	Skill demand and supply linked to economic growth, enterprise and competitiveness will place demand on quality and alignment of the learning infrastructure
SEND assessment and care planning, including specialist and alternative provision	Planning to assess and meet specialist needs through the local offer will strengthen progression pathways and manage down costly out of area placement

32. It is essential that the right mechanisms are found for commissioners of these respective programmes to work together to realise the benefits of aligned and integrated programme design and delivery, and for the scrutiny and accountability frameworks of the council to promote and recognise the fundamental risks and opportunities associated with this.

Conclusion

33. The scale and significance of this issue has been set out in the report and work on the draft Staffordshire Learning Infrastructure Forecast has commenced. It is therefore recommended that:

- a. That the Select Committee endorses the proposal that a priority is placed on the strategic development of Staffordshire's Learning Infrastructure Forecast in the 2015/16 business planning year
- b. That Select Committee explore within their work programme the necessary alignment of wider planning, prioritisation and capital programme decisions where significant interdependencies exist in order to support delivery of the Staffordshire Learning Infrastructure Forecast
- c. That the Select Committee provides comment and recommendations in regard to the development of Staffordshire Learning Infrastructure Forecast document.

Link to Strategic Plan – Ready for Life

Link to Other Overview and Scrutiny Activity – given the increasing child population across most areas of the county a report on school organisation plans and pressures and the capital programme was proposed at a Select Committee preview meeting.

Appendices:

Appendix A – Learning and Skills function and organisational design schematic

Appendix B – Capital Funding Annexe

Contact Officer

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E-mail: anna.halliday@staffordshire.gov.uk

How does the Local Authority deliver the strategic ambitions and statutory functions reflected in “Achieving Excellence for Learning and Skills”?

Through political and executive leadership:

Asking these key commissioning questions:

Organised into these linked teams:

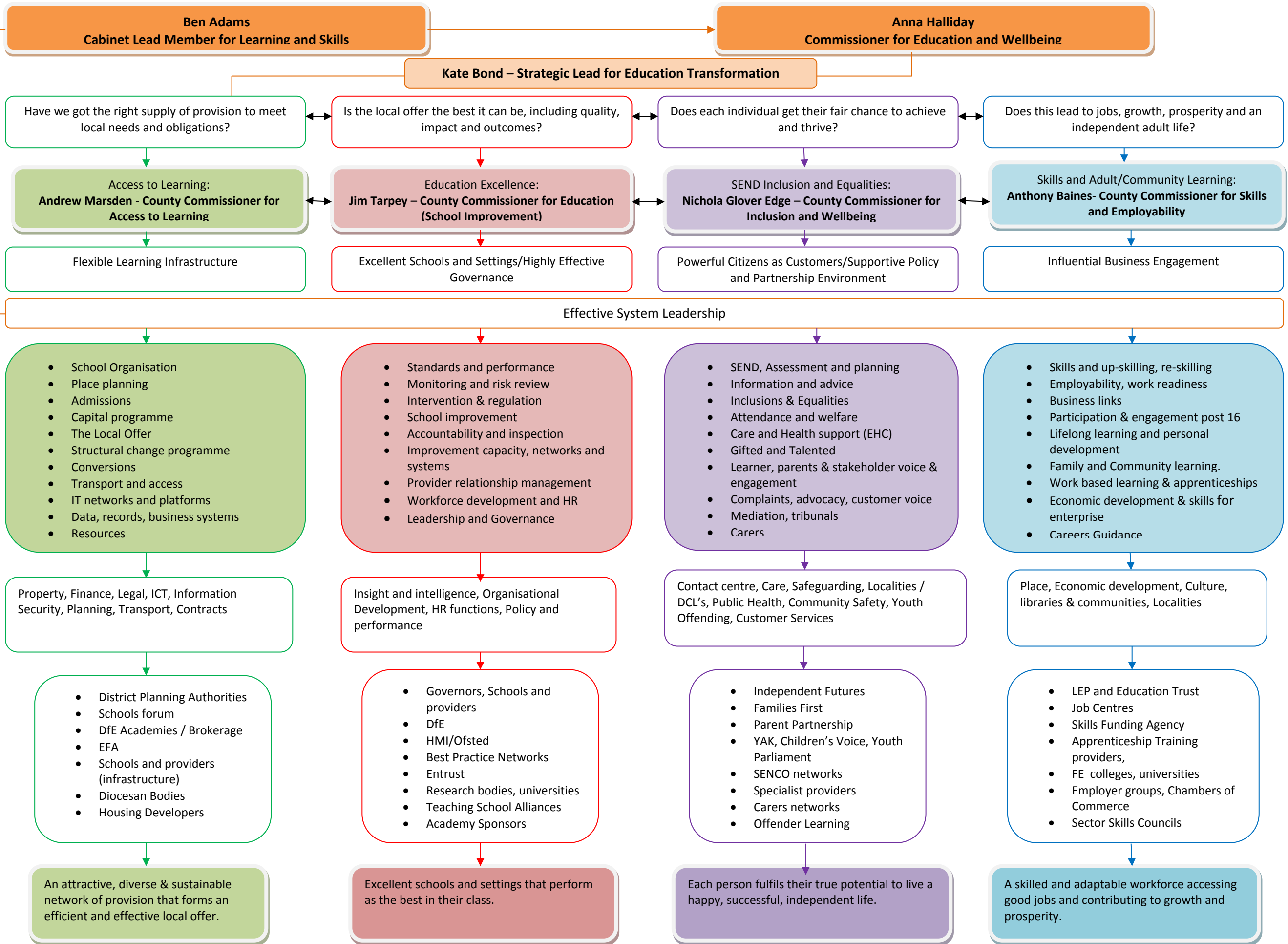
Learning on these pillars of our Learning and Skills strategy:

Managing these core functions:

Linking to other LA teams and functions including:

Engaging with key Stakeholders & Partners including:

To secure the outcomes:



Aspiration - Access - Ambition - Attainment - Achievement - Attitude : Straight A's for Staffordshire

Appendix B – Capital Funding Annex

1.1 Key Facts

- By 2030 Staffordshire is expected to see significant growth with a minimum of 59,457 new homes planned to be built.
- We project that demand for mainstream school places will require another 12,500 more primary places and 8,000 secondary places.
- Although more schools will be enlarged rather than created, the extra demand forecast is equivalent to 29 new 420-place primary schools and six new 1,400 place secondary schools.
- Investment in new infrastructure to create the required mainstream school places will cost in the region of £350m over the next 15 years. This figure excludes any associated land, highways and other costs and does not include the need for additional special school, early years and other provision.
- Of the new 59,457 new homes, approximately half will be constructed at strategic sites that are identified in the local plans. The remaining homes will be built at smaller sites (many are yet to be identified and allocated), or as 'windfall' sites from brownfield or small scale 'infill' development.
- The planned distribution of new homes across the County involves strategic urban extensions to each of the 13 major urban areas (towns) and complemented by appropriate scale village expansion.

1.2 Challenges

- Provide opportunities and choice for pupils to access education.
- Ensure that the right number of school places is provided in the right location at the right time.
- Secure an attractive, diverse and sustainable network of provision that forms an efficient and effective local offer.
- Ensuring sufficient contributions from central government and - in partnership with district and borough councils - from housing developers.

- Cashflow implications for the county council as the receipt of funding typically lags behind the need for capital spend.
- Manage the cost of extending existing schools and building new schools
- Ensure that the land needed to create new schools (or to extend existing schools) is allocated in the district and borough councils' Local Plan.
- To provide new school places at locations that enable sustainable travel choices and behaviours (walking, cycling and public transport).
- Identify implications for special schools, specialist and alternative provision and early years and childcare.
- Manage the uncertainty and complexity in terms of the housing market in each area of the county, the receipt of capital funding from government and developers, changes in parental preference and school performance, births and inward and outward migration, new government legislation and policy, building costs, the increasing number of autonomous academies, introduction of Community Infrastructure Levy, etc.

1.3 Introduction

Local authorities are statutorily responsible for ensuring that there are sufficient schools, and therefore school places

Local authorities assess demographic changes and plan and finance new school places, including using funding provided by the Department for Education (the Department), from housing developers and other resources. Figure 8 (Section 1.9) summarises the respective roles and responsibilities in providing school places

There is a range of possible solutions to provide new places, mainly:

- building new schools;
- permanent or temporary extensions; or
- using or converting existing spaces for use as classrooms

Local authorities rely on cooperation from individual schools to expand existing provision. An authority can technically direct the expansion of community and

voluntary controlled schools, but not others. There are legal limits on the size of infant classes, and space on existing school sites may be constrained. For children required to travel more than either two or three miles, depending on their age, to school, authorities must arrange transport at no charge to parents.

1.4 Population Growth

The rise in children born in England between 2001 and 2011 was the largest 10 year increase since the 1950s and increased demand for primary school places. Between 2006/07 and 2011/12, the number of children starting in reception classes in primary school increased by 16% to 606,000. By 2023, the number of pupils in state funded primary schools will increase to 4.661 million, 9% higher than in 2014.

The increases in primary pupil numbers will start to flow through into secondary schools from 2016. By 2023, the number of state-funded secondary pupils aged up to and including 15 is projected to be 17% higher compared to 2014.

Over the last five years in Staffordshire, around 2,200 new primary school places and over 200 secondary school places have been created through schools maximising use of existing accommodation but also through capital investment of £33m.

We project that demand for mainstream school places will require another 12,500 more primary places and 8,000 secondary places. There will also be increased demand for places in special schools, specialist provision and early years and childcare.

1.5 Funding of school places

The Local Government Association (LGA) estimates a £12bn cost to create 900,000 extra school places over the next ten years. Recent research search from EC Harris indicates a cost of £18bn. Whatever the figure the sums involved are significant.

Whilst the Department makes a substantial financial contribution to schools' and local authorities' costs to maintain and expand places (around £5bn over the life of the current parliament), it assumes that authorities meet any difference between actual costs and the funding. On average, local authorities reported making an average contribution in 2012-13 of 34 per cent. Staffordshire, like two-thirds of all local authorities, has drawn on other sources of funding to finance new places, including contributions from housing developers. Many local authorities have had to use maintenance funding provided separately by the

Department, potentially storing up future costs by deferring repair work.

As well as having to pay for new school places, councils have to pick up the costs of associated work, such as highway and access improvements, acquisition of additional land, satisfying Sport England requirements, removal of asbestos, upgrading ICT, electrical and heating systems, etc.

The Coalition Government policy relevant to this plan period from 2014 includes the 2014 to 2017 'Basic Need' allocations. The grant formula is complex but essentially is based on a three year settlement determined by the relative demand for places across all the upper tier local authority areas in England. A sum of £21m was allocated to Staffordshire for this three year period. Figure 1 provides details.

Included within the totals in Figure 1 are two allocations totalling £6m across 2013/14 and 2014/15 made under the 'Targeted Basic Need Programme' where additional funding for school places was provided in areas where they are most needed. Local authorities were invited to bid for funding for new schools, or to expand existing outstanding and good schools. The level of need was the main factor taken into account within the Targeted Basic Need Programme assessment, but other factors included how readily the project could be delivered, and how the local authority had used other capital funding to address basic need. Applications to expand existing schools were only considered for outstanding or good schools. It is not known whether this programme will be repeated.

Figure 1: Total Basic Need allocations from central government

Settlement Year (financial)	Amount
2011/12	£16,987,346
2012/13	£27,845,479
2013/14	£8,743,649
2014/15	£11,249,587
2015/16	£8,120,689
2016/17	£8,526,723
2017/18	£4,378,573
Seven Year Total	£85,852,046
Seven Year Average p.a.	£12,264,578
Three Year Total	£21,025,985
Three Year Average p.a.	£7,008,662

Central government funding for Basic Need is provided through the Education Funding Agency (EFA) (an executive agency, sponsored by the Department for Education). When assessing the level of Basic Need required the EFA assume that additional funding for places created as a result of new housing will be received from housing developers in the form of planning obligations.

Planning obligations (or “section 106 (s106) agreements”) are an established and valuable mechanism for securing planning matters arising from a development proposal. Developer payments contribute to the provision of infrastructure or refurbishment of existing provision to support the additional burden new development makes on both local and strategic infrastructure. Figure 2 provides details of Section 106 payments received by the county council over the last seven years.

Figure 2: Planning obligations received from developers

Settlement Year (financial)	Amount
2008/09	£719,362
2009/10	£241,353
2010/11	£830,911
2011/12	£759,618
2012/13	£541,731
2013/14	£1,052,868
2014/15	£1,356,144
Seven Year Total	£5,501,987
Seven Year Average p.a.	£785,998
Three Year Total	£2,950,743
Three Year Average p.a.	£983,581

Planning obligations have, however, been criticised by some for delaying the planning process and for reducing its transparency, certainty and accountability. The Community Infrastructure Levy (CIL) regulations have changed the developer payment landscape by introducing the levy and also by changing when councils can seek s106 obligations. In theory, money for infrastructure through charging nearly all new development from CIL - a little from almost everyone, is supposed to be fairer. CIL is set out in a schedule based on evidence (so more transparent) and developers have certainty.

However, in practice, CIL rates per new home are often two to three times lower in value than the equivalent s106 payments. New education provision can typically cost between £8,000 to £15,000 per new

home (depending on land value and other variances in development cost) and the viability of development from many strategic greenfield type sites can bear this amount and secured by way of a s106 agreement. CIL is based on £ per square metre on net additional (internal) floorspace. For a typical three bed room home of 85m² and a CIL rate of £50/m², this would generate a developer contribution of £4,250 per home.

Furthermore, whilst s106 contributions are negotiated and secured through the Local Planning Authority (LPA) with payments passed directly from the developer to the County Council, CIL receipts are paid directly to the LPA and a proportion (25%) is passed to areas that have an adopted Neighbourhood Plan (often the Town and Parish Councils).

It is envisaged that as each of the LPAs adopt a CIL Charging Schedule from 2015, it will form part of a mixed s106/CIL infrastructure funding strategy, with limited pooling of s106 applicable to large strategic sites and CIL contributions taken from the small to medium sized sites.

Funding required for new education infrastructure via CIL is determined by the LPA (and Town/Parish Council where relevant) who have to make judgements on how best to allocate spending against a number of competing priorities. These might include the need for a new doctor’s surgery, village hall, transport or public realm improvements and sports facilities such as leisure centre and playing field provision.

Neither the Department for Education (DfE), Department for Communities and Local Government (DCLG) or the Education Funding Agency (EFA) have provided any guidance to Local Authorities around expectations for CIL specifically in relation to education infrastructure and the LPA will have competing priorities for funding new infrastructure.

1.6 Housing growth to 2030

The published Local Plan for eight LPA in Staffordshire will set out the development needs for the area over the next 15 to 20 years. By 2030 Staffordshire is expected to see significant growth with 59,457 new houses planned to be built. The local plans set out a strategy for the quantum and distribution for the provision of new homes.

The planned distribution of new homes across Staffordshire involves strategic urban extensions to each of the 13 major urban areas (towns) and complemented by appropriate scale village expansion. Of the new 59,457 new homes required, approximately half will be constructed at strategic sites that are identified in the local plans.

The remaining homes will be built at smaller sites (many are yet to be identified and allocated), or as 'windfall' sites from brownfield or small scale 'infill' development.

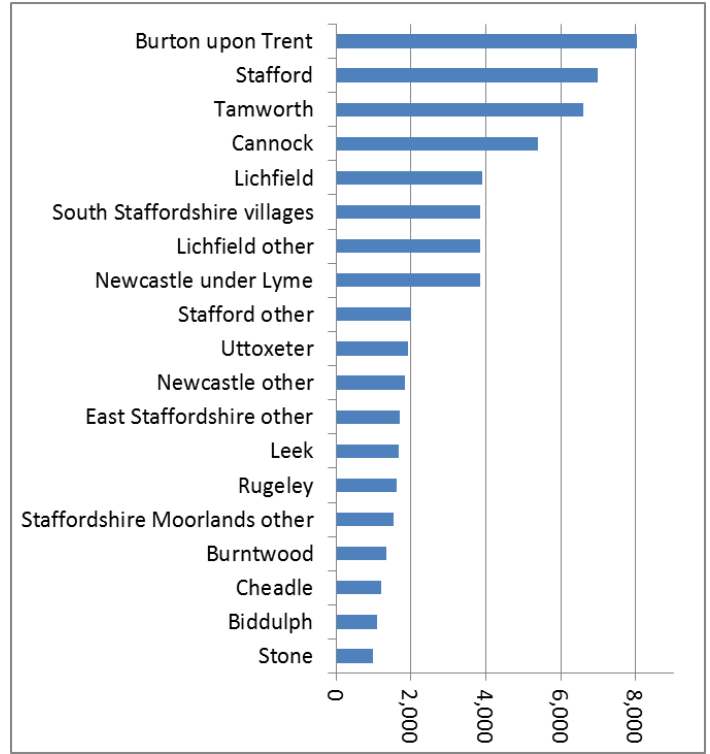
Figure 3 details the distribution of new homes by each LPA area (i.e. by District/Borough) and Figure 4 provides a breakdown by each of the 13 towns along with a balancing total for the other settlements.

Figure 3: New home requirements in Local Plans

Local Planning Authority	Total Housing Allocations
Cannock Chase	5,895
East Staffordshire	11,648
Lichfield	10,244
Newcastle	5,700
South Staffordshire	3,863
Stafford	10,000
Staffordshire Moorlands	5,510
Tamworth	6,597
Staffordshire Total	59,457

There are 35 large (@200+ homes) strategic development allocations (SDAs) identified within the Local Plans that account for 25,685 (43%) of the 59,457 of the new housing requirements identified in the Local Plans.

Figure 4: Distribution of homes by Town & Village



The Size and Location of the SDAs are presented in Figure 5a alongside the quantity of new homes that will be built at Non-SDA sites by each LPA area in Figure 5b.

Figure 5a: SDAs & Non-SDAs homes by LPA area

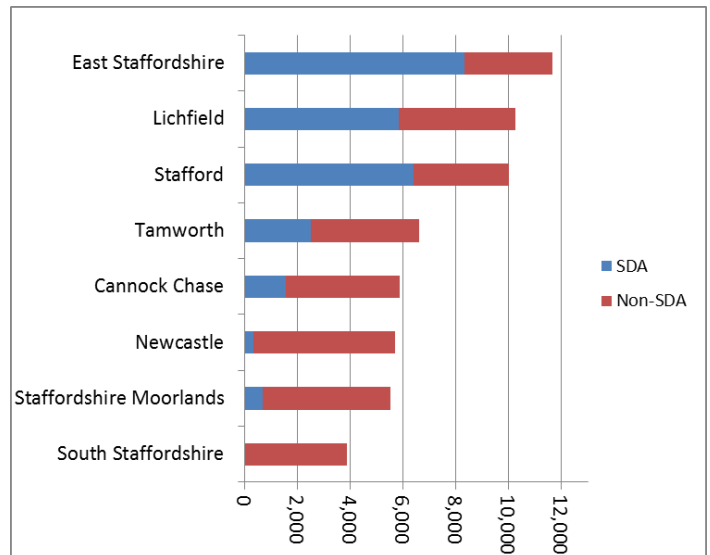


Figure 5b: Location and number of homes on Strategic Development Allocation sites (SDAs)

LPA	Strategic Housing Development Allocation > 250 Hhlds	No.	Rank
Cannock Chase	Pye Green SDA	900	9
	Norton Canes SDA	670	13
East Staffordshire	BoT - Branston Depot	483	
	BoT - Bargates / Coors High St	350	
	BoT - Coors Hawkins Lane	300	
	BoT - Derby Road	250	
	BoT - Pirelli	300	
	BoT - Land South of Branston	660	14
	BoT - Branston Locks SDA	2,580	2
	BoT - Tutbury Road/Harehedge	500	
	BoT - Beamhill	950	8
	BoT - Forest Road	300	
	BoT - Redhouse Farm	250	
	Uxr - JCB	257	
	Uxr - West of Uttoxter SUE SDA	750	10
Lichfield	Uxr - Hazelwalls	400	
	South of Lichfield SDA - Shortbutts Lane	450	
	South of Lichfield SDA - Cricket Lane	450	
	South of Lichfield SDA - Deans Slade Farm	450	
	East of Lichfield SDA - Streethay	750	10
	East of Burntwood Bypass SDA	375	
	East of Rugeley SDA	1130	5
	North of Tamworth BDL	1000	7
Newcastle	Fradley SDA	1250	4
	Apedale South, Chesterton, (NUC)	350	
South Staffordshire	N/A	-	
	N/A	-	
Stafford	Stafford - West SDA	2,200	3
	Stafford - East SDA	600	15
	Stafford - North SDA	3100	1
	Stone - West SDA	500	
Staffordshire Moorlands	Biddulph - West of Bypass SDA	280	
	Cheadle - North & NE SDA	400	
Tamworth	Anker Valley	510	
	Golf Course	1100	6
	Dunstall Lane	700	12
	Coton Lane	190	
	Staffordshire SDA Sub-total	25,685	
	Staffordshire Total	59,457	
	Proportion of SDA: Total Hhlds	43%	

It is anticipated that the SDAs, as necessary, will provide sufficient land where a new school is needed and significant financial contributions towards the provision of additional school places related to the housing development.

1.7 Funding Scenario

An investment of around £350m is forecast to be required over the next 15 years from 2015 to 2030 for mainstream school places alone. See Figure 7 in

Section 1.8 for an illustrative breakdown for mainstream schools in each of the district and borough council areas. (Reviews of the impact of population growth on special school, specialist places and early years and childcare provision will identify demand for additional capacity.)

The Capital Investment Scenario in Figure 6 comes with significant caveats: other than the capital reserves held (totalling £51M) by the county council, it is difficult to estimate the amount of funding over the next 15 years from central government or from planning obligations with any certainty. The Figure, therefore, provides an illustration of the funding challenge and gap to be managed for the provision of more mainstream school places:

- With the County Council's Basic Need reserves of £51M and Section 106 reserves of almost £2M, the funding gap reduces from £350M to £299M.
- Assuming Section 106 contributions totalling £162M from SDAs – towards the actual cost of necessary provision – the balance falls to £137M.
- An annual basic need settlement from central government over the next 15 years ranging between £4.3M p.a. (i.e., the latest allocation for 2016/17) and £7M p.a. (i.e. the current 3-year average in Figure 1) would reduce the balance to between £32M and £72.5M.
- Spread over the next 15 years, a £32M funding gap is equivalent to £2.1m p.a. and for £72.5M is £4.8M p.a.

Figure 6: Capital Investment Scenario

Funding Source	Capital In	Cost
Staffordshire mainstream total		£350M
Basic Need reserves 2014/15	£49M	
S106 reserves 2014/15	£2M	
Sub-total		£299M
S106 from SDAs 2016-2020	£54M	
S106 from SDAs 2021-2025	£54M	
S106 from SDAs 2026-2030	£54M	
Sub-total		£137M
Basic Need 2016-2020	£21.5M to £35M	
Basic Need 2021-2025	£21.5M to £35M	
Basic Need 2026-2030	£21.5M to £35M	
Capital funding gap based upon above assumptions		£32M to £72.5M

With the above assumptions and caveats, the county council would need to fund a capital gap of between £32M and £72.5M from its own resources, from larger contributions from central government and from planning obligations from smaller housing developments.

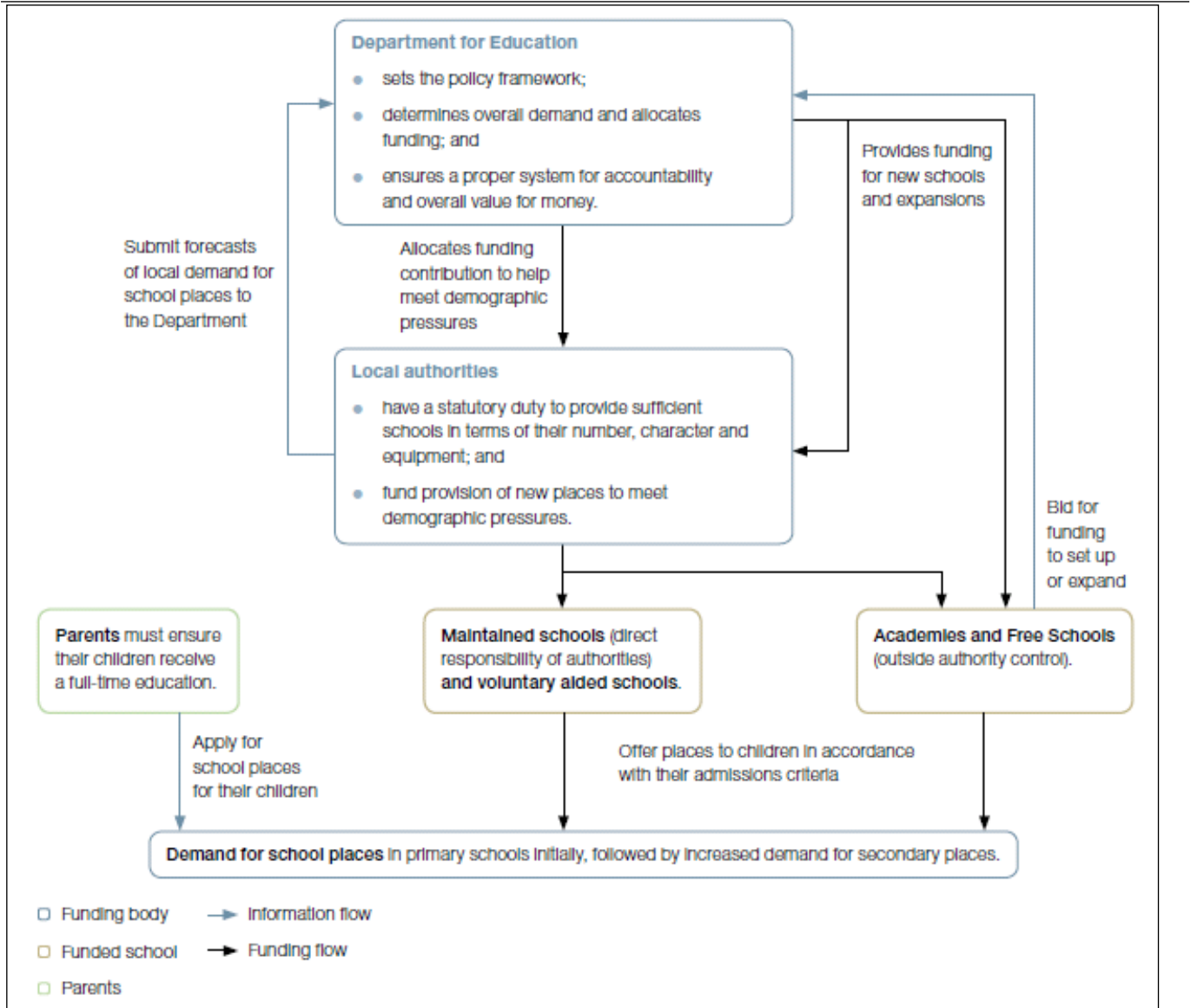
1.8 New Mainstream School Places

Figure 7: Projected number of additional mainstream school places required together with indicative capital costs (excluding any land, highways and other costs)

PLACES ADDED IN THE PAST 5YEARS		POTENTIAL GROWTH REQUIRED IN NEXT 15 YEARS
Cannock Chase District		
40	Primary Mainstream Education	1,080
0	Secondary Mainstream Education	0
£0.4M	Capital invested in new school places	£17M
East Staffordshire Borough		
1,198	Primary Mainstream Education	3,258
225	Secondary Mainstream Education	3,323
£29.5M	Capital invested in new school places	£132.5M
Lichfield District		
210	Primary Mainstream Education	1,680
0	Secondary Mainstream Education	1,260
£0.1M	Capital invested in new school places	£49.5M
Newcastle Borough		
135	Primary Mainstream Education	988
0	Secondary Mainstream Education	270
£1M	Capital invested in new school places	£14.5M
South Staffordshire District		
15	Primary Mainstream Education	345
0	Secondary Mainstream Education	90
0	Capital invested in new school places	£5.5M
Stafford Borough		
377	Primary Mainstream Education	2,389
0	Secondary Mainstream Education	1,320
£1.3M	Capital invested in new school places	£66M
Staffordshire Moorlands		
35	Primary Mainstream Education	700
0	Secondary Mainstream Education	660
£0	Capital invested in new school places	£26.5M
Tamworth		
167	Primary Mainstream Education	2,117
0	Secondary Mainstream Education	1,080
£0.7M	Capital invested in new school places	£42M
Staffordshire Total		
2,177	Primary Mainstream Education	12,557
225	Secondary Mainstream Education	8,003
£33.10M	Capital invested in new school places	£353.5M

1.9 Roles and Responsibilities in providing school places.

Figure 8: Roles and responsibilities in providing school places.



Source NAO, Capital funding for new school places, March 2013 http://www.nao.org.uk/wp-content/uploads/2013/03/10089-001_Capital-funding-for-new-school-places.pdf

The Department for Education is responsible for the policy framework and overall value for money. Local authorities are responsible for delivering sufficient schools.

Local Members' Interest
N/A

Prosperous Staffordshire Select Committee – 6 March 2015 Case Study of Ironman 70.3 Staffordshire

Recommendations

- a. That the Prosperous Staffordshire Select Committee considers the potential economic and social impact of the Ironman 70.3 Staffordshire.
- b. That the Committee continues to endorse the principles underpinning the County Council's Sportshire vision (particularly in relation to major events) in the context of our business priorities.

Report of the Cabinet Member for Economy, Environment and Transport

Background

1. This report was prepared at the request of the Prosperous Staffordshire Select Committee. The Committee wished to explore the Ironman tender as an example of the Tourism Strategy in practice and examine the potential benefits for the people of Staffordshire and the local economy.
2. This report provides a summary of the projected social and economic impact of the Ironman in the local area. The report also sets out the progress to date and future plans to ensure a long-lasting legacy for the residents of Staffordshire.
3. In September 2013, Staffordshire County Council - in partnership with Sport Across Staffordshire and Stoke-on-Trent (SASSOT) - began the development of the "Sportshire" agenda. Sportshire aims to create a compelling sporting offer which generates visitors, jobs and prosperity for our county. Central to the success of Sportshire is the delivery of a major events calendar.
4. On the approval of the Informal Cabinet, three major event tenders were submitted in 2014. The National Road Race Championships bid was unsuccessful but The Ironman 70.3 and UK Corporate Games were awarded, with these events taking place on June 14th and June 26th respectively.

Introduction

Sportshire

5. Sportshire aims to identify a suite of projects and interventions designed to achieve the step-change needed to transform Staffordshire into a leading sporting destination with a booming sporting economy. Four key objectives have been developed:
 - a. Staffordshire is known nationally as a “Sporting Destination” with a high-performing visitor economy.
 - b. The area hosts a calendar of significant sporting events, delivering economic growth, promoting Staffordshire and inspiring further participation.
 - c. The County has a thriving sports industry, which provides high levels of employment to local people.
 - d. Our residents participate regularly in sport and physical activity and enjoy the health benefits of an active lifestyle.

The realisation of these aspirations will contribute significantly to Staffordshire County Council’s priority outcomes of enabling residents to:

- a. Access more good jobs and feel the benefits of economic growth.
- b. Be healthier and more independent.
- c. Feel safer, happier and more supported in and by their communities.

Why bid for major events?

6. Sports tourism is one of the fastest growing sectors within the global travel industry. The Olympic, Paralympic and Commonwealth Games stimulated the sector and last year over £1.1 billion was spent by live sport visitors in the UK. However, industry experts report the fastest growing trend is amongst tourists that travel to participate in sporting events. Increasingly, people are booking holidays around participation in an event or competition. These tourists are often high-spending and accompanied by non-participating friends or relatives, increasing the economic benefit to the destination. It is this market that offers the greatest opportunity for Staffordshire’s visitor economy.
7. Staffordshire has a unique proposition in terms of its natural environment. A National Park, Areas of Outstanding Natural Beauty, Country Parks, expanses of open water, rock-climbing and specialist mountain-biking facilities can all be found within our borders. In this way, the County is well-suited to host large-scale, outdoor, mass-participation events. Amongst other assets is the world-leading facility, Saint George’s Park: home to each of England’s 24 national football teams and the venue of Team England’s 2014 Commonwealth Games preparation camp.

8. In 2014, in an attempt to harness the potential of these assets, we successfully tendered for two major sporting events: Ironman Staffordshire 70.3 and the 2015 UK Corporate Games. These events will attract an estimated 14,000 visitors into the area, creating a projected economic impact of 7.2 million pounds. Furthermore, these events will provide a global platform to promote Staffordshire both as a destination for sport but also as a great place to do business.
9. Before compiling these event tenders, a cost-benefit analysis was completed on a number of potential mass-participation events. Based on that activity, Ironman, UK Corporate Games and National Road Race Championships emerged as events that would be likely to achieve our strategic objectives and represent the greatest value for money.

Demographic of the competitors	High earners with large disposable incomes, typically with families
Typical length of stay	2 nights
Size of field	2000-3000
Television coverage	Channel 4, highlights package
Ratio of competitor to spectators	1:4
Projected economic impact	2.7 Million pounds
Cost of licence fee	£100,000 per year for three years

Figure 1.1 Rational for Ironman Tender

10. The reported benefits from previous Ironman host cities in the UK (ranging from economic impact, health of residents, to destination marketing) reinforced the case to put forward a bid.

In Bolton, the race generates a total spend of around £2.7 million annually. This includes an athlete race week spend of £1.4m on food and accommodation. Spectators spend around £1 million while Ironman themselves spend around £180,000 on local suppliers. An additional £273,000 gets spent in the area on course recces and training camps throughout the year. The success of the event has led to Ironman becoming a central element in Bolton City Council's tourism strategy.

Ironman Wales reports that an estimated economic impact of £3.4 million is generated for Pembrokeshire annually. An athlete survey revealed that 54% of competitors had previously never visited the area; 98.9% said they would return in the next three years: a significant legacy for the visitor economy.

11. On Feb 4th the Informal Cabinet approved the business case to bid for the event. This included £300,000 investment over three years and the free use of the Shugborough Estate and Chasewater Country Park.
12. Following a competitive tender process which included venue recces with delegations from the Ironman global headquarters (Tamper, USA) - Staffordshire was awarded a three year contract to host the event beginning on 14 June 2015. It will be the first new UK Ironman event for 11 years.

Ironman Staffordshire 70.3

13. The World Triathlon Corporation (WTC) is a global event organiser with responsibility for the delivery of a series of long-distance triathlon races. These races have three main formats: Ironman, Ironman 70.3 and Ironkids. With over 100 races worldwide, featuring 200,000 athletes and an estimated 2 million spectators, Ironman has global appeal and is broadly acknowledged as one of the most respected brands in sport.
14. The Ironman Staffordshire 70.3 consists of a 1.2-mile (1.9 km) swim, a 56-mile (90 km) bike ride, and a 13.1-mile (21.1 km) run. The course takes in four Staffordshire's districts (Cannock, East Staffordshire, Lichfield and Stafford) and a number of key visitor destinations including Chasewater, Cannock Chase and the Shugborough Estate (See Appendix 1.1 for course maps).
15. Over the event weekend Ironman will deliver Ironkids - a 'run only' event for children aged 3-14 years - to be held in the grounds of Shugborough Hall Estate with participants finishing under the iconic Ironman gantry. The focus of Ironkids is on fun and active lifestyles and the event will be aimed at local families. 500 athletes were signed up at the time of writing.

Successes to date

16. The launch of the event was supported by an innovative social media campaign led by Staffordshire County Council. The series of short teaser videos released in advance of the launch reached over 77,000 people.

Pre-registration for the event closed after reaching 8,000, with event capacity of just 2,600. Tickets went on sale on August 26th and sold out in just 14 minutes making Ironman Staffordshire 70.3 the fastest selling event in Ironman's global history.

The event has attracted 2600 participants from 36 countries, with competitors travelling from destinations such as Australia, New Zealand and America. 14% of the competitors are Staffordshire residents (see appendix 1.2). This means that while the event has attracted a healthy level of local representation, the demand for accommodation and other spending activity from out of area participants, will provide a significant boost to our visitor economy.

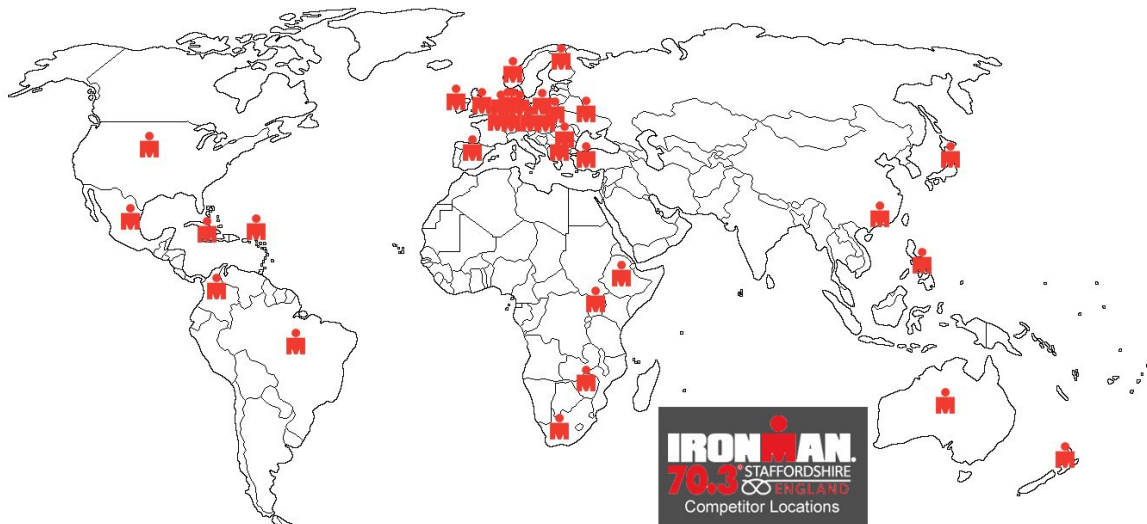


Figure 1.2 Country of residence of Ironman 70.3 Staffordshire competitors

17. The worldwide appeal of Ironman creates an avenue from which to market Staffordshire. The participation of celebrity chef, Gordon Ramsey, has already generated significant media exposure. Ramsey has been interviewed about the event both in the national press and on prime time television. Chat show host Jonathon Ross, Sky Sports presenter Charlie Webster and former England Footballer Danny Mills have also confirmed their participation.

Partnership Working

18. To date, one of the key outcomes of the tender process and operational planning has been of the strengthening our relationship with strategic partners locally.

Health

19. The Sportshire concept and subsequent event plan have been developed in consultation with Public Health. The creation of a varied and appealing calendar of events supports the “Active Staffordshire” aspiration of “everyone, active, more often”. Although the event is unlikely to attract physically inactive participants, the competitor demographics show that for 57% of athletes it is their first time competing over this distance. As a result we expect to see an increase in the activity levels of “semi-sporty” individuals. The relay format of the events allows participants to compete in one discipline and provides a stepping-stone to multi-sport activity.

As part of the contract agreement with Ironman, Staffordshire County Council received 6 individual and 6 team places for SCC employees which were allocated via a ballot. We intend to monitor the impact that participation in the event has on the employees’ physical activity behaviours and general feelings of wellbeing.

Entrust

20. Entrust have been a key partner in the planning and delivery of the event. The close proximity of the course to their Outdoor Education Centres (Chasewater, Latches Wood and Shugborough) presents a substantial commercial opportunity to the outdoor education strand of their business. Entrust have subsequently entered contract discussions with Ironman to deliver a number of services including swim safety support, catering, transport and group accommodation.

Entrust have also opened up onsite camping for competitors at their Shugborough site, with pitches for over 1000 people available; The onsite Yurts sold out immediately. As well as generating revenue, Entrust's involvement in the event will also raise awareness of their current outdoor recreation offer to a large population of physically active and affluent competitors.

Volunteering

21. SASSOT have been commissioned by Ironman to recruit the 600 volunteers necessary to deliver the event. They are working with VAST to ensure that we can retain sport volunteers in these roles beyond the life of the event, growing the capacity of our volunteering workforce locally.
22. Work is being undertaken in partnership with Triathlon England to improve the sports infrastructure across the County. A series of "Go-Tri" events aimed at increasing participation will be delivered this spring and additional support will be available to both Staffordshire's triathlon clubs and coaches, helping them manage any increases in demand they experience as a result of the event.

Hospitality

23. Working with training provider, Winning Moves, a Sports Tourism module has been developed for the Staffordshire hospitality industry. The module will work with the sector to make the most of the commercial opportunities presented by Ironman and the UK Corporate Games. The first workshop was delivered in November and will ultimately be supported by an electronic toolkit to help businesses develop content and promote services via social media.
24. A dedicated page has been developed on the Enjoy Staffordshire website to promote the local hospitality offer. Competitors and spectators can find information regarding accommodation, visitor attractions and places to eat and drink.

Conservation

25. Ironman are conducting a number of ecological assessments at Chasewater. This will provide local ecologists with a better understanding about the habitat at Chasewater following the major dam repairs.
26. A communication plan designed at both raising awareness of the conservation issues facing the site and encouraging potential visitors to enjoy the area responsibly has also been developed with Cannock Chase AONB Unit.

Conclusion

27. Hosting a mass participation event of this nature will deliver growth within the visitor economy through an increase in out-of-area visitor spend. The Ironman Staffordshire 70.3 will help further promote the County as a global destination for sport and enhance the credentials of our events industry.
28. The Sportshire agenda has made significant step towards achieving its vision statements. It is hoped the delivery of this event, will provide further evidence of the multi-agenda impact sport can have.

Report Author: Jude Taylor

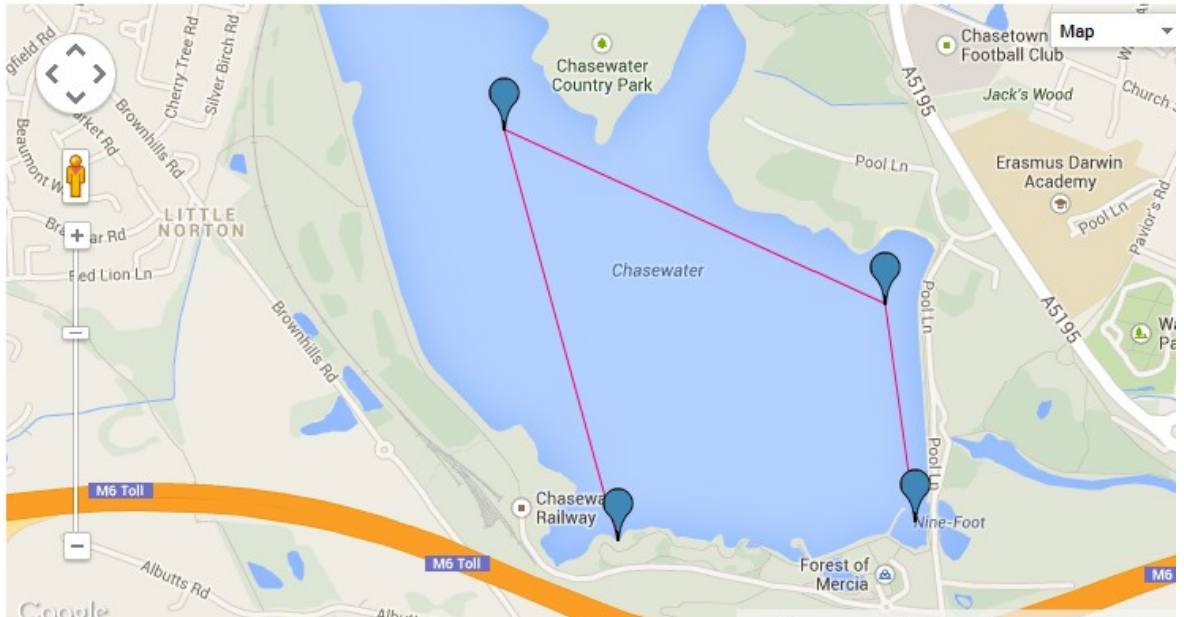
Job Title: Sportshire Coordinator

Telephone No: 01785 276637

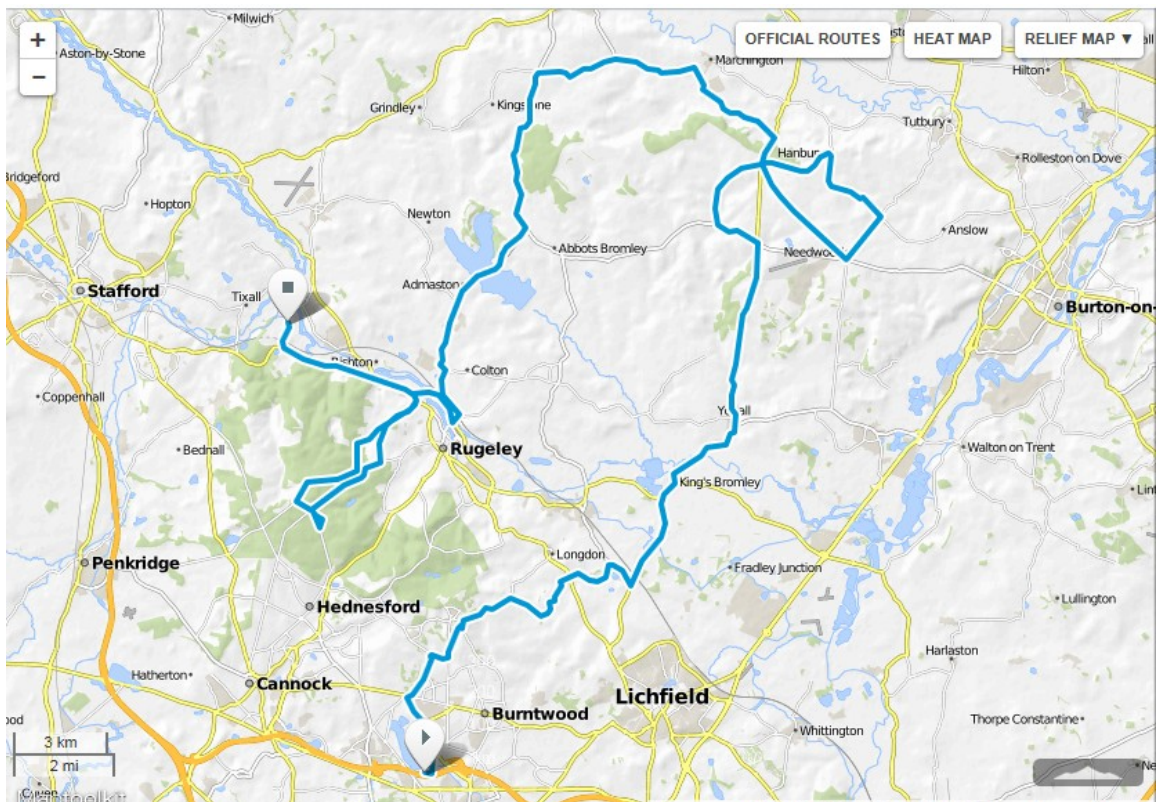
Email: jude.taylor@staffordshire.gov.uk

Appendix

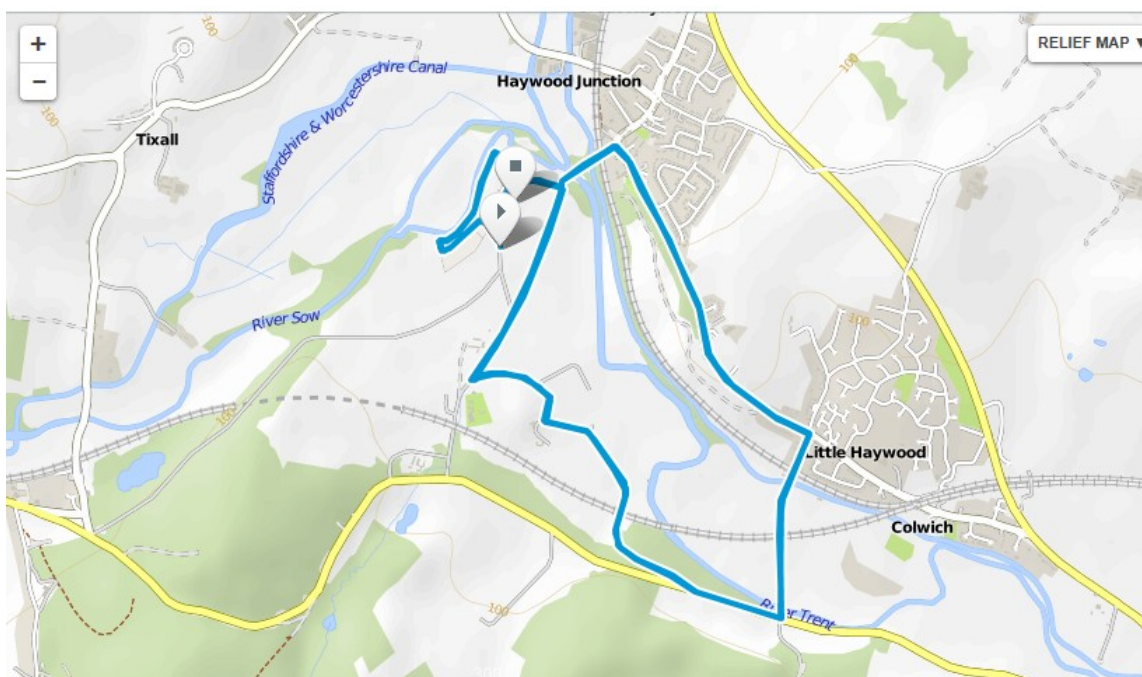
1.1 Ironman Swim Course



1.2 Ironman Bike Course



1.3 Ironman Run course



2.1 Athlete profile, Ironman Staffordshire 70.3 2015

Male	79%
Female	21%
First Timer	57%
Age	
Average	40.31
Oldest	72
Youngest	18

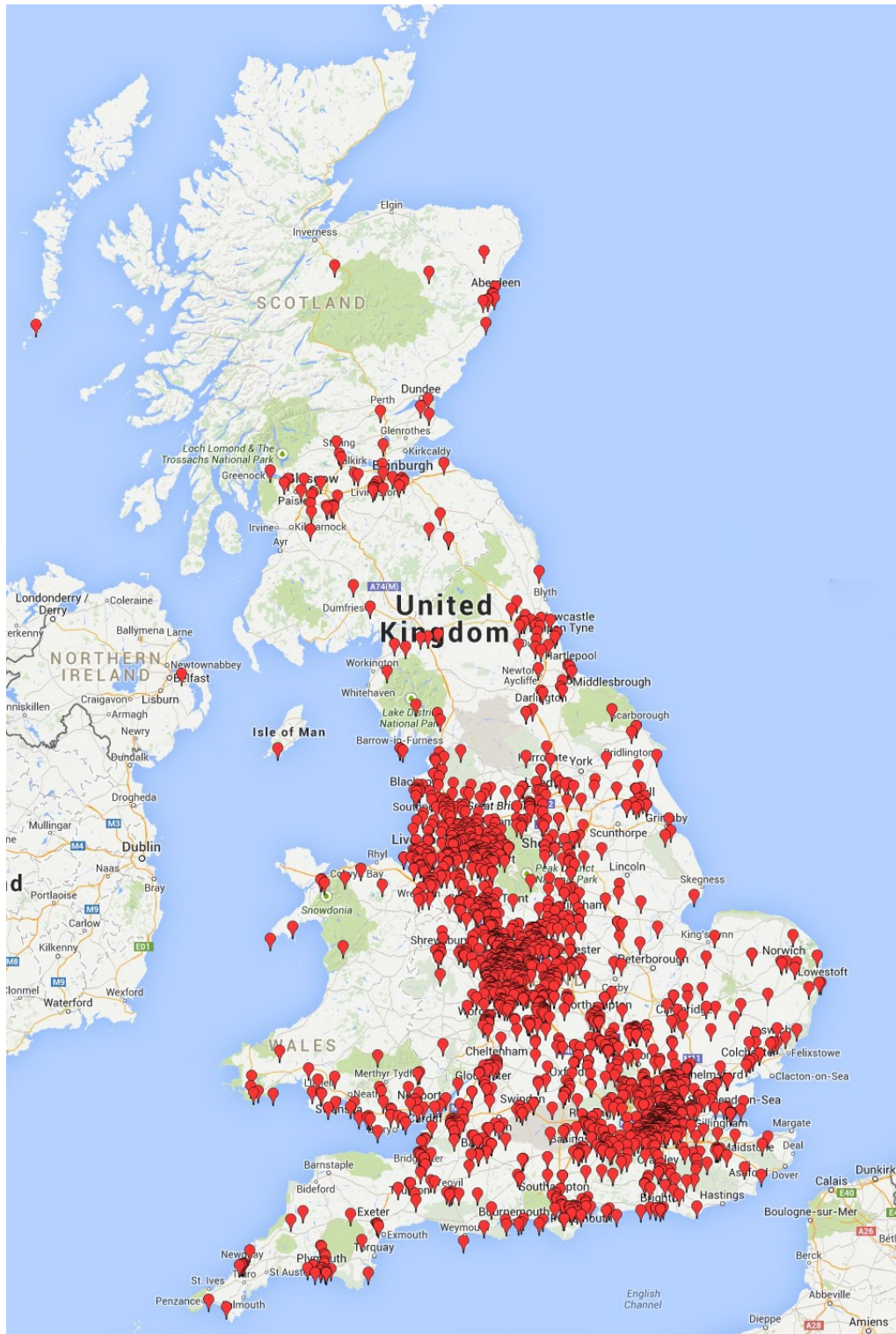
GBR (Great Britain)	94.30%	GER (Germany)	0.10%	ZWE (Zimbabwe)	0.10%
IRL (Ireland)	1.00%	JAM (Jamaica)	0.10%	UKR (Ukraine)	0.10%
SUI (Switzerland)	0.10%	FRA (France)	0.20%	FIN (Finland)	0.10%
USA (United States)	0.80%	ETH (Ethiopia)	0.20%	ESP (Spain)	0.10%
AUS (Australia)	0.40%	NZL (New Zealand)	0.30%	POL (Poland)	0.30%
BRA (Brazil)	0.10%	JPN (Japan)	0.10%	NOR (Norway)	0.10%
ZAF (South Africa)	0.40%	HUN (Hungary)	0.10%	TUR (Turkey)	0.10%
CAN (Canada)	0.20%	CHE (Switzerland)	0.10%	GRC (Greece)	0.10%
DEU (Germany)	0.20%	LVA (Latvia)	0.10%	SVK (Slovakia)	0.10%
VGB (Virgin Island, British)	0.20%	PHL (Philippines)	0.10%	AUT (Austria)	0.10%
BEL (Belgium)	0.20%	MEX (Mexico)	0.10%	HKG (Hong Kong)	0.10%
NLD (Netherlands)	0.20%	BGR (Bulgaria)	0.10%		

Staffordshire Residents

288

14%

2.2 UK competitors' location, based on current postcode





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

Item	Date of meeting when the item is due to be considered	Link to the Council's Business Plan	Details	Action/Outcome
Strategic Economic Plan Cabinet Member: Mark Winnington Lead Officer: Darryl Eyers	5 September 2014	Great Place to Live 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.	Great Place to Live 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	Ready for Life 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	Ready for Life 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 specifically on the outcome of the Ofsted Focused Inspection	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
Roll out of Broadband Cabinet Member: Mark Winnington Lead officer: Steve Burrows	16 October 2014 (following the update request on 24 April 2014)	Great Place to Live 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	Members noted the progress made and agreed that: The Vice Chairman share details of contacts at Severn Trent Water with the Cabinet Member and Superfast Broadband Manager, and that they explore working with Severn Trent Water to extend the superfast broadband coverage in Staffordshire; the Superfast Broadband Manager consider how best to share progress on the implementation of Superfast broadband with the Borough and District Councils in Staffordshire; and the Committee receive a further update in 6 month's time.
W2R Cabinet Member: Mark Winnington Lead Officer: Ian Benson	16 October 2014	Great Place to Live Support the improvement and development of shared resources such as utilities, highways and technology.	Members requested an updating on progress	Members noted the progress made and requested that a copy of the report given to the Committee be forwarded to Mike Grundy, Planning and

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				Development Control Manager, in preparation for the Planning Committee's visit.
E Safety Contracts with Schools Cabinet Member: Ben Adams Lead Officer: Sander Kristel	18 December 2014	Ready for Life Focus on school improvement and providing access to a good education.	Following proposed changes to the E-Safety contracts with schools Paul Woodhead, PGR, requested this item to explain the proposals.	The Select Committee requested: details of this issue be taken to the Schools Forum; the Safe and Strong select Committee be informed that not all schools were monitoring the reports detailing young people's online school activity; and that the Cabinet Member should request a letter from Entrust to schools confirming the revised agreement.
Improving Connectivity in Staffordshire Cabinet Member: Mark Winnington Lead Officer: Clive Thomson	18 December 2014	Great Place to Live 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)	The Committee considered this issue in detail and asked the cabinet Member to take account of their views on Independent Travel Training and home to school transport for children with SEN.
Flood Risk Management – progress update Cabinet Member: Mark Winnington Lead officer: Ian Benson	18 December 2014	Great Place to Live Support the improvement and development of shared resources such as utilities, highways and technology.	Update on progress of Staffordshire's flood risk management.	Members accepted the update on Flood Risk management.

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Country Parks Review Cabinet Member: Mark Winnington Lead officer: Ian Wykes	18 December 2014 (a briefing note will be available in July/August 2014 on this issue in preparation for the main discussion later in the year)	Great Place to Live Use and maintain our built and natural environment to improve health and wellbeing and strengthen community assets. Enjoying Life Strengthen public confidence in the county as a great place to live with lots of opportunities to enjoy life.	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.	Members accepted the adoption of the proposed critical success factors and requested a further report in March 2015 on this issue.
Achieving Excellence – Libraries in a Connected Staffordshire Cabinet Member: Mike Lawrence Lead Officer: Janene Cox/Catherine Mann	23 January 2015	Great Place to Live Support the improvement and development of shared resources such as utilities, highways and technology.	To consider the results of the consultation on Staffordshire libraries.	Member's comments on the proposals be taken on board by the Cabinet Member when he takes this report to the February Cabinet meeting. Members also requested a progress report on this issue in six months time.
School Improvement Programme Cabinet Member: Ben Adams Lead Officer: Anna Halliday	23 January 2015	Ready for Life 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.	Further consideration be given to undertaking future detailed scrutiny of school improvement in June/July 2015.
Tourism – Destination Staffordshire Cabinet Member: Mark Winnington Lead Officer: Graeme Whitehead	Strategy circulated to Members on 26 September 2014	Enjoying Life Encourage people to participate in social and leisure activities that they enjoy by promoting the attractiveness of the County	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	No action required at this time, should Members wish to raise an issue from the Strategy this can be considered for inclusion

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		to tourists, businesses and residents.	report.	on the work programme.
Infrastructure + Cabinet Member: Mark Winnington Lead officer: Ian Turner	6 March 2015	Great Place to Live 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)	
Iron Man Cabinet Member: Ben Adams Lead Officer:	6 March	Great Place to Live Use and maintain our built and natural environment to improve health and wellbeing and strengthen community assets.		
School Organisation and Capital Cabinet Member: Ben Adams Lead Officer: Andrew Marsden	6 March 2015	Ready for Life Focus on school improvement and providing access to a good education.	The Select Committee have previously looked at school organisation, school places and the development of academies. Members requested details of the current situation with school organisation and capital (this request was made during a preview meeting prior to the January select Committee).	
Bradwell Lane Cabinet Member: Mark Winnington Lead Officer: Richard Harris	tbc	Included on the work programme as part of the Petition Scheme process	A petition with over 2,500 signatures requesting traffic calming measures at Bradwell Lane,	

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			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.	
Pupil Premium Plus Policy Cabinet Member: Ben Adams Lead Officer: Sarah Rivers	tbc (not before October 2015)	Ready for Life Focus on school improvement and providing access to a good education	One of the recommendations of the Working Group on Children Missing Out On Education was for the Select Committee to receive an account from the Virtual Headteacher of how effective the mechanisms had been in operating the Pupil Premium Plus Policy	
Economy of Staffordshire Cabinet Member: Mark Winnington Lead Officer: Daryl Eysers	1 June 2015	Great Place to Live Create the right conditions to attract and grow business in Staffordshire	To consider the detail of the Cabinet's "deep dive" into the economy of Staffordshire and consider what aspects should lead to further scrutiny. (suggested by the Cabinet Member at 5/2/2015 Triangulation)	
Rail Strategy	1 June 2015	Great Place to Live	Monitoring progress of	

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Cabinet Member: Mark Winnington Lead officer: Clive Thomson/Clare Horton		Support the improvement and development of shared resources such as utilities, highways and technology.	delivery	
Minerals Local Plan Cabinet Member: Mark Winnington Lead Officer: Matthew Griffin	24 July 2015	Great Place to Live Use and maintain our built and natural environment to improve health and wellbeing and strengthen community assets.	To consider the next draft of the Minerals Local Plan, as part of the consultation, following the Planning meeting of 4 June 2015.	
Sustainability in Staffordshire Cabinet Member: Mark Winnington Lead Officer: Daryl Evers?	tbc	Great Place to Live Create the right conditions to attract and grow business in Staffordshire	To consider the sustainability work taking place county wide (suggested by the Cabinet Member at 5/2/2015 Triangulation)	
The Growth Fund Cabinet Member: Mark Winnington Lead Officer: Daryl Evers	tbc	Great Place to Live Create the right conditions to attract and grow business in Staffordshire	To consider the development of the Growth fund projects.	
Countryside Estate Management Review Cabinet Member: Mark Winnington Lead officer: Ian Wykes	tbc	Great Place to Live Use and maintain our built and natural environment to improve health and wellbeing and strengthen community assets. Enjoying Life Strengthen public confidence in the county as a great place to live with lots of opportunities to enjoy life.	Members requested a further update on this issue after considering the review at their 18 December 2014 meeting.	
Impact of SEND reforms Cabinet Member – Ben Adams	tbc, possibly September 2015	Ready for Life Focus on school	To consider the impact of the SEND reforms for	

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Lead Officer – Nichola Glover-Edge		improvement and providing access to a good education.	Staffordshire children.	
The Education Trust Cabinet Member: Ben Adams Lead Officers: Daryl Eyers, Tony Baines & Anna Halliday	tbc, suggested late summer 2015	Ready for Life Focus on school improvement and providing access to a good education.	Considering the development of the Trust's work and the impact its made to date.	
School Improvement Cabinet Member: Ben Adams Lead Officer: Anna Halliday	tbc, suggested July/September 2015	Ready for Life Focus on school improvement and providing access to a good education.	Consideration of possible changes to the management of school improvement	
Working Groups				
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 65</p> Children Missing out on Education (CME) Working Group	March 2014 – November 2014	Ready for Life 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".	The Working Group made a number of recommendations, supported by the Select Committee. These included: sharing concerns over the lack of information sharing protocols with HMRC; requesting the Secretary of State to reconsider the issue of registering school aged pupils; a copy of the report being forwarded to the Children's Commissioner seeking her support in lobbying for the introduction of registering school aged pupils; and sending a

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				copy of the report to the local Safeguarding Board to highlight the continued concerns.
Briefing notes/updates and referrals				
Higher level education Lead Officer: Tony Baines		Ready for Life 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:		Great Place to Live Use and maintain our built and natural environment to improve health and wellbeing and strengthen community assets. and Ready for Life 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>Membership</p> <p>Brian Edwards (Chairman) Martyn Tittley (Vice-Chairman) George Adamson</p>	<p>Calendar of Committee Meetings (at 10.00 am and at County Buildings, Martin Street, Stafford ST16 2LH unless otherwise stated)</p> <p>25 July 2014, 10.00 am</p>
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Ann Beech	5 September 2014, 10.00 am
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	
Sheree Peaple	
Rev. Preb. Michael Metcalf (Co-optee)	
Paul Woodhead (Co-optee)	
Candice Yeomans (Co-optee)	

