

**Prosperous Staffordshire Select Committee**

Monday, 12 October 2015

**10.00 am**

Oak Room, County Buildings, Stafford

John Tradewell  
Director of Democracy, Law and Transformation  
2 October 2015

---

**A G E N D A**

1. **Apologies**
2. **Declarations of Interest**
3. **Minutes of the Prosperous Staffordshire Select Committee held on 4 September 2015** (Pages 1 - 10)
4. **Countryside Estate Review** (Pages 11 - 36)  
Report of the Cabinet Member, Economy, Environment and Transport
5. **The Growth Fund including the work of the Education Trust** (Pages 37 - 78)  
Report of the Cabinet Member, Learning and Skills
6. **Libraries in a Connected Staffordshire - Part 5 Mobile and Travelling Library Review** (Pages 79 - 134)  
Report of the Cabinet Member, Learning and Skills
7. **Work Programme** (Pages 135 - 148)
8. **Exclusion of the Public**



The Chairman to move:-

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

---

## **Part Two**

(All reports in this section are exempt)

nil

## **Committee Membership**

Len Bloomer	Rev. Preb. M. Metcalf
Maureen Compton	Sheree People
Tim Corbett	Simon Tagg (Chairman)
Carol Dean	Paul Woodhead
Ian Hollinshead	Mike Worthington
David Loades (Vice-Chairman)	Candice Yeomans
Geoff Martin	

## **Note for Members of the Press and Public**

### **Filming of Meetings**

The Open (public) section of this meeting may be filmed for live or later broadcasting or other use, and, if you are at the meeting, you may be filmed, and are deemed to have agreed to being filmed and to the use of the recording for broadcast and/or other purposes.

### **Recording by Press and Public**

Recording (including by the use of social media) by the Press and Public is permitted from the public seating area provided it does not, in the opinion of the chairman, disrupt the meeting.

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

## Minutes of the Prosperous Staffordshire Select Committee Meeting held on 4 September 2015

Present: Simon Tagg (Chairman)

### Attendance

Len Bloomer	Geoff Martin
Maureen Compton	Rev. Preb. M. Metcalf
Tim Corbett	Sheree People
Carol Dean	Paul Woodhead
Ian Hollinshead	Candice Yeomans
David Loades (Vice-Chairman)	

**Also in attendance:** Ben Adams, Gill Heath and Mark Winnington

**Apologies:** Mike Worthington

### PART ONE

#### 13. Declarations of Interest

Mr Paul Woodhead declared an interest in minute number 16, in his capacity as "OurstoEnjoy" campaign organiser on the 38 Degrees website.

#### 14. Minutes of the Prosperous Staffordshire Select Committee held on 24 July 2015

**RESOLVED** - That the minutes of the Prosperous Staffordshire Select Committee held on 24 July 2015 be confirmed and signed by the Chairman.

#### 15. Improving Attendance and Participation in our Schools and Settings

An officer attendance working group had been established in Spring 2015 to consider the range of issues around school attendance. Good attendance was critically important to successful attainment, achievement and progression into adult life. The working group had reviewed and analysed detail of participation and attendance in Staffordshire, producing a draft document "Improving Participation and Attendance at our schools and settings" which promoted a new approach to securing collective action to drive further improvement.

Staffordshire was one of the best performing authorities in participation rates for the early years Think2 programme. Think2 offered early education childcare places for disadvantaged two year olds and Staffordshire was currently the tenth highest authority, securing 74% take up as at January 2015. More recent locally held data indicated that Staffordshire had achieved 80% take up for two year olds by July 2015. Take up for

three and four year olds in January 2015 was 99%, 1% higher than in 2014 and also higher than the national average.

Members received data on attendance at primary, secondary and special schools. Primary absence rates were broadly in line with national and statistical neighbour authority averages but had slightly better persistent absence rates than national indicators. Staffordshire's secondary absence rates were also broadly in line with both national and statistical neighbour authority averages. Staffordshire Special Schools had performed better than national and had lower overall absence rates and lower persistent absence rates. Members also received details of attendance at Pupil Referral Units (PRUs), with Staffordshire's attendance 11.7 percentage points higher than the national average.

Attendance of vulnerable groups was largely in line with the national average except for Gypsy Roma and Traveller pupils where it was worse than nationally, although the gap had narrowed over the last three academic years. Members were aware that previously there had been Staffordshire schools that specialised in taking children from the Gypsy Roma and Traveller communities. Work with this community had previously been co-ordinated through the West Midlands Consortium. This was no longer the case and Staffordshire now commissioned support to work with these families and encourage take up of school places.

Members received details of the varying performance across the eight districts in Staffordshire on overall absence rates. In 2013/14 there was a range of 0.8 percentage points between the best performing and worst performing districts.

In 2013/14 Staffordshire had a rate of 0.08% permanent exclusions, this having increased for two consecutive years. Staffordshire was now worse than national and statistical neighbour averages. Early local provisional data also suggested that the actual number of permanent exclusions was likely to increase again in 2014/15. The proportion of fixed term exclusions had been around 3% since 2010/11 with a slight increase to 3.14% in 2013/14. Staffordshire's performance was below national and statistical averages since 2008, however the gap was narrowing. Members heard that there was an increasing trend in exclusions of looked after children, an issue which the working group would be considering.

Members asked whether the rise in exclusions was a national trend. This information was not available at the meeting but would be forwarded to Select Committee Members. Members also suggested that anecdotally in some instances support had not been given until after the exclusion had been made. Officers would investigate this. The support process had been changed, with the initial assessment now being undertaken by the school using the standard assessment format developed within Families First. This change to the initial assessment may have given an impression of less support, however it was felt that the school, who would already have a relationship with the pupil and their family, were best placed to complete that initial process. Support was then offered by LSTs and their partners where this was identified as necessary.

Post-16 participation rates in Staffordshire of 16 and 17 year olds in education or training for 2014 was 89.3%, slightly lower than statistical neighbours and national figures. The percentage of 16-18 year old NEETs (Not in Education, Employment or

Training) had reduced over the last two years to 4.5% in 2014. This was slightly higher than the statistical neighbour group average but slightly lower than the national average of 4.7%. Members heard that there was a rich offer at Post-16 in Staffordshire across sixth forms, colleges and apprenticeships.

There was no nationally published data for comparisons on Children Missing Education (CME) although Staffordshire had collected some benchmarking data. Authorities did not generally categorise CME in the same way and therefore it was not possible to draw comparisons. Children Missing Out on Education (CMOOE) were those pupils with a school place who were not accessing it fully, for example due to exclusions, non-attendance or a reduced timetable. A task group was looking at how to improve practices and reporting of CMOOE.

Members congratulated the Cabinet Member on the performance figures but asked for clarification on how attendance issues and reporting would work in future with academies. The local authority had a number of statutory duties around providing pupils with a suitable education, promoting good attendance, inclusion and safeguarding children's welfare, fulfilling duties for those excluded from school, serving penalty notices and school attendance orders and investigating the whereabouts of pupils who have poor attendance or are at risk of being deleted from school admission registers. Whilst the governance and funding of academies differed from maintained schools attendance was key to all schools, with poor attendance impacting on results.

Sue Coleman, Interim Strategic Lead Targeted Services, informed members that working with whole families through Families First Local Support Teams (LSTs) was key to supporting good attendance irrespective of the type of school a pupil was placed in. School attendance was one of the priorities for Families First, working with the whole family to improve attendance. Where work with families did not result in attendance improving to an acceptable level notices may be served.

The Cabinet Member highlighted the Tamworth PRU and the fantastic job it did in re-engaging pupils in education. He noted that schools in a locality tended to work together as a community in tackling issues such as school attendance, with academies and maintained schools working together to address any local issues. He also informed Members of a conference being held in December for schools and governing bodies to help consider the issue of attendance.

Members noted in Appendix D "Attendance Working Group Task Log", the mapping of current spend on attendance had not yet started. The Working Group's July meeting had not taken place and it may be that work had started but that this progress had not been reported as yet on the task log. This would be clarified after the meeting.

At present the Cabinet Member currently notified local members of schools within their area where there may be issues of concern. Members asked whether performance figures on school attendance could also be circulated to local members. The Cabinet Member agreed to investigate whether this information was available on a school by school basis.

Members understood why the draft document for consideration, "Improving Participation and Attendance at our Schools and Settings: Our Principles and Priorities for 2015-

2017” was written at a fairly high strategic level, however they felt that examples of specific intervention would be helpful in showing how these priorities and principles would be implemented. Members asked for examples to be shared at a future meeting.

Members asked what the cost implication of this initiative was likely to be and whether any identified extra funding was in place. At present work was cost neutral, with those involved supporting the work through existing budgets. For example Entrust sponsoring the room for the December conference.

The issue of pupils being removed from school during term time for holidays was a national concern and Members asked whether this was a concern in Staffordshire schools. The Cabinet Member explained that whilst this was not a significant issue within Staffordshire a recent policy change had been made, giving schools more opportunity to deal with persistent absences and it would be interesting to see what difference this change would make. It was hoped that school leadership teams and governing bodies would be able to use discretion and flexibility in implementing the policy.

The Select Committee were aware that changes to Post 16 education had resulted in English and Maths being required to be taught to those pupils who had not gained level 2 by the end of their schooling pre-16. There was concern that this may disengage some pupils in their post-16 curriculum. The need to gain a certain level of competence in English and Maths was understood, however this would need to be taught in a more inventive way to engage those young people who had previously been disengaged with these subjects. A creative and intelligent approach to this would be needed, with the teaching and monitoring managed effectively. Learning in a context was key. Members also heard that there were excellent examples of good practice in teaching maths within the County.

**RESOLVED – That:**

- a) Members welcome the progress made by Staffordshire’s Attendance Working Group;
- b) Clarification on whether mapping current spend on attendance has started as part of the attendance working group task log and this be forwarded to Members;
- c) Examples of specific intervention to illustrate how the priorities and principles set out in the draft document be shared with members at a future meeting;
- d) Comparison National data on exclusions be forwarded to Members;
- e) The Attendance Working Group be advised of the Select Committee’s concerns over academy accountability around attendance; and
- f) Further reports be included on the work programme on:
  - Progress of the Attendance Working Group, including examples of specific intervention to highlight how the principles and priorities worked in practice;
  - Post-16 changes and any impact these have had on take-up; and
  - Pre-exclusion preventative support through LSTs.

**16. Countryside Estate Review**

At the beginning of considering this item the Cabinet Member, Economy, Environment and Transport, read out a statement previously posted on 17 June 2015, which stated

that Cannock Chase and Chasewater would not be sold. He felt there had been a misrepresentation around the consultation which had caused concern. However the countryside estate was costly to maintain and there was a need to ensure best value for the public money used. He thanked all those who had written raising their concerns and was encouraged that so many people cared so passionately for the estate. He also thanked those Select Committee Members who had visited the sites prior to consideration at this meeting.

At their meeting of 18 December 2014 the Select Committee had considered the strategy for reviewing the countryside estate and had agreed the proposed critical success factors. Members now received a presentation on the review.

The estate was over 2000ha of public access land comprising six country parks with visitors centres, 12 picnic areas and small sites and three “greenways” (disused railways used as multi-user routes). Management of the sites was undertaken by the Rangers Service and Works Unit. The work combined with maintenance of the public rights of way network to maximise efficiency. There was also a significant voluntary contribution in managing the estate.

Members received a breakdown of activity across the estate and the multifunctional nature of the sites, with an estimated 3,000,000 visits a year.

The drivers for change were:

- Outcomes, with a need to ensure that the contribution the countryside estate makes to the outcomes is maximised and therefore is able to continue in a sustainable manner;
- Changing demands/uses, with visitor numbers increasing and therefore putting additional pressures on the budget with increasing site maintenance costs;
- Partnerships, with interest in pooling resources and finding economies of scale (with some smaller sites already managed by communities); and
- Market changes, with the maintenance of the country parks and rights of way within the scope of Infrastructure+ (Amey). Based on the outcomes of the review consideration would be given to where the Infrastructure+ Partnership could add value.

The following ten options were shared with members:

**Option 1** – the council continues to manage the countryside estate supported by the existing voluntary contribution

**Option 2** – the council continues to manage the countryside estate in-house, maintaining the status quo in terms of ownership but developing a strategy of realising more income from the individual sites

**Option 3** – transfer the freehold of all of the sites to a single provider

**Option 4** – transfer the management responsibility of all of the countryside estate to another public sector or charitable body. The management partner would be responsible for running and developing the estate via contract arrangements while the County Council would retain ownership. The County Council could reduce its financial input over a period of time by placing an expectation on the provider organisation to source its own funding

**Option 5** – transfer the ownership and/or management of individual sites to more than one provider for example local community or voluntary sector groups such as Friends of

Groups, Parish Councils or other agencies via community asset transfer or long-term leases and agreements

**Option 6** – establish a multi-agency partnership of landowners to actively manage all green space sites within a specific area

**Option 7** – establish a partnership arrangement with a private sector company based on a contract for the management and/or maintenance of sites

**Option 8** – a “hybrid model” whereby the County Council retains ownership and overall strategic management of the countryside estate but would work with other bodies to deliver certain services or site management activities eg woodland management, events, education etc

**Option 9** – establish a charitable trust, community interest company or trading arm to run and develop the countryside estate

**Option 10** – sell those sites which are not managed as country parks and have limited amenity value and potential for public access

A small group of Select Committee Members (Simon Tagg, Chairman, Carol Dean and Paul Woodhead, co-opted member) had visited countryside estate sites in both the north and south of the county over two days. A note was tabled at the meeting sharing this group’s observations and areas for further investigation identified from these visits. The Chairman informed members that the group had been very impressed by the Rangers service and those who work on the estates, their passion for the work they do and the sites they maintain was evident and the professionalism of the service was amazing. Partnership working and work with voluntary groups was impressive and well established.

The Chasewater innovation centre was an excellent example of this partnership working and promoting enterprise to increase value. However red tape in certain areas was stifling the expansion of some projects. Promotion and communication was an issue, with leaflets needing updating and an up to date, fit-for-purpose online resource required. The inconsistency of promoting events by the County’s communications team resulted in difficulty in planning and managing events. Any extra funding raised as a result of improvement should be fed back into the estate to help support its long-term sustainability. The group felt the council was already getting great value for money from the service provided by those involved in the estate management.

Of those members who attending the Ranger led visits to the countryside estate:

- the Chairman felt he could support Options 2 or 9. He noted that those involved in the estate already had many ideas to enhance the value of the parks if the time resource was available. He also felt there was merit in exploring a countryside estate membership supported by an interactive website.
- Paul Woodhead had concerns over any private management of the estate, stressing that the Staffordshire countryside estate asset was much more than the two large sites of Cannock Chase and Chasewater. He had grave concerns around options 7 and 10. Mr Woodhead had organised a petition through 38degrees, which currently had 11000 signatures and may be appropriate to bring to full council. He had found the visits extremely useful in highlighting the different personalities each site had. The reliance on volunteers and goodwill of the Rangers was evident. He also noted that the picnic sites, though small, were of great value to their communities. Mr Woodhead also raised the issue of the Chasewater innovation centre and red tape around Entrust and Chartwells



catering blocking potential income generation as a consequence of restrictions within the contract. He asked for confirmation that due diligence would be taken to identify the number of sites bequeathed to the council.

- Carol Dean thanked the Rangers for taking Members around the estate sites and was impressed by the service they provide and that of the volunteers who support this work. She reiterated the value of the sites to Staffordshire and to the local communities and more widely their educational value. She shared the concerns over stifling possible income generation at the Chasewater innovation centre. Mrs Dean also shared concerns around communication and felt the Ranger service should have ownership of the website. She supported options 2 and 9.

The Cabinet Member informed the Select Committee that he was aware of the contract limitations with Entrust and Chartwells, and that he would take these issues forward. Due diligence with regard to land bequeathed to the Council would be undertaken.

The Vice-Chairman had visited the sites separately. He said the enthusiasm Staffordshire people had for the sites was evident. It was difficult to measure the value of the sites and the benefits around wellbeing. He supported option 2 and 9.

Members acknowledged the need to be sustainable and balancing this with maintaining these valuable spaces. In general Members felt options 3 and 10 were unacceptable with options 2 and 9 being the most favourable. Members also acknowledged that some sites may not be used fully and may be putting a strain on resources. There was a need to consider how these could be made more sustainable.

Members felt strongly that the concerns shared around the review were as much around possible privatisation of the management of sites as they were around selling the two main sites. Clarification was sought on option 3, transfer the freehold of all of the sites to a single provider, asking in what way this option was different from selling a site. Option 3 referred to a possible transfer of a site ownership to a specific group (eg Parish Council, RSPB etc), not a land sale on the open market. The Select Committee felt this option was unclear and should be removed.

The Select Committee asked for further explanation of option 8, “a “hybrid model” whereby the County Council retains ownership and overall strategic management of the countryside estate but would work with other bodies to deliver certain services or site management activities eg woodland management, events, education etc”. This option could see other organisations such as the RSPB or Forestry Commission, help to maintain sites. On some sites this already took place, helping with economies of scale to enable best value. Many of the sites were located next to sites owned by other groups, such as the Forestry Commission on Cannock Chase or the RSPB in the Churnet Valley.

Whilst initially some Members had reservations over Option 5, on reflection there was acknowledgment that this may be worth exploring for specific sites. An example was shared by the Cabinet Support Member, Environment and Rural Issues, where Ipstones Parish Council helped to preserve and maintain the Froghall Wharf picnic site through a group of local volunteers. It was understood that the Parish Council would be interested in taking ownership of this site under Option 5. There was the option for other

organisations, such as parish councils, to access funding the County Council was unable to, for example lottery funding. Members felt the wording should be changed to focus on management rather than ownership.

Members asked whether any expressions of interest had already been received for the sale of any site. The Officers said they were unaware of any expressions of interest for the purchase of a site, although there had been interest in management from organisations such as parish councils. The length of a lease was also raised as an issue, with the suggestion that a break clause should be included to any long lease. Members also raised concerns that changes to the management of sites may have on opening times, parking charges and possible entry fees.

The Cabinet Member reminded the Select Committee that very often to access grant funding, such as lottery funding, an organisation needed to have a lease for at least ten years.

Members reiterated the health and educational value of these sites. To support their use better signposted routes and tracks would help users to explore the sites more widely.

**RESOLVED** – That:

- a) a further report be brought to the October Select Committee prior to Cabinet decision on any proposals;
- b) the Select Committee support consideration of Options 2, 8 and 9;
- c) the Select Committee support consideration of Option 5 if the wording is changed to “ Transfer the **management but retain the ownership** of individual sites....”
- d) The Select Committee do not support Options 3 or 10.

## **17. Work Programme**

The Select Committee received a copy of their current work programme. Members agreed the following additions:

- Progress of the Attendance Working Group, including examples of specific intervention to highlight how the principles and priorities worked in practice;
- Post-16 changes (specifically the inclusion of English and maths for those not yet achieving level 2) and any impact these have had on take-up;
- A further report on the Countryside Estate Review in October prior to Cabinet decision;

The Chairman also updated Members on the issue of Bradwell Lane. Following a petition to full Council this had come to the Select Committee on 25 June 2014. The issue was due to come back to the Select Committee once the Coroners report was available.

Since then there had been a court case in which the accident had been judged to be driver error, with a charge of death by dangerous driving being given. To help resolve any outstanding issue Ms Meadon may still have the Chairman met with her, Sandra Hambleton and David Greatbatch (Community Infrastructure Liaison Officer). A table top

junction is being proposed, funded through Mrs Hambleton's Division Highways Programme funding.

**RESOLVED** – That the amendments to the work programme be noted.

**18. Exclusion of the Public**

**Chairman**



Local Members' Interest
N/A

### **Prosperous Staffordshire Select Committee – 12 October 2015**

#### **Countryside Estate Review**

##### **Recommendation/s**

1. That the Select Committee reviews the proposals for formal public consultation regarding the future management of the county council's countryside estate and makes formal representations as appropriate.

##### **Report of the Cabinet Member for Economy, Environment and Transport**

#### **Summary**

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

2. The Select Committee has previously been involved in and influenced the Review into the future management of the countryside estate. At its last meeting on 4 September 2015, the Committee considered and made recommendations on the ten potential options identified for managing the estate as part of an initial engagement process with critical stakeholders. The results of this initial engagement process and a benchmarking exercise have now been analysed and some of the options have been discounted.
3. In accordance with their decision on 4 September, the Select Committee is now being given an opportunity to consider the results and feedback from the initial engagement process and to comment further on the proposals for managing the countryside estate before Cabinet decides whether to proceed to formal public consultation.
4. The comments of the Select Committee will be reported to the Cabinet at their meeting on 21 October 2015 for them to take into account in their consideration of this matter.

#### **Report**

##### **Background**

5. The Select Committee initially considered the strategy for the Review at its meeting on 18th December 2014 and agreed its critical success factors:
6. At its last meeting on 4 September 2015, the Select Committee, having visited some countryside sites, considered and commented on the ten potential options identified for managing the estate as part of an initial phase of engagement with critical stakeholders. The engagement process was also conducted with landowning organisations, parish

councils with a site in their area, tenants, user groups and bodies with a key interest. The Select Committee resolved that:

- a) a further report be brought to the October Select Committee prior to Cabinet decision on any proposals;
- b) the Select Committee support consideration of Options 2 (status quo with enhanced development strategy), 8 (delivery of on-site services or management activities via contract-based agreements with multiple agencies) and 9 (establish a trading company, trust, social enterprise or community interest company);
- c) the Select Committee support consideration of Option 5 if the wording is changed to “Transfer the management but retain the ownership of individual sites....”
- d) the Select Committee do not support Options 3 (transfer ownership of the estate to a single agency) or 10 (disposal of sites on the open market).

- 7. In addition to the initial engagement process, a comprehensive benchmarking exercise had also been undertaken with sixteen other local authorities undertaking similar reviews.
- 8. The results and feedback from these initial engagement and benchmarking processes have now been analysed and a number of options have been discounted. Also, some elements of the original options have been merged or rephrased for sake of clarity. Details of the analysis can be found in the Appendix attached to this report
- 9. Cabinet will be asked to consider taking the following four proposed options forward to public consultation at their meeting on 21 October: These options are in line with the Select Committee’s recommendations on 4 September.

Option A: Maintain the current arrangement and enhance the development strategy	Continue with the current management and ownership arrangement but develop strategies with the aim of increasing income from individual sites and boosting community involvement	This option is most suitable for Chasewater, Cannock Chase and the other country parks with visitor centres.
Option B: Transfer management, so that it is decided on a site by site basis to more than one provider	Seek partnership arrangements with local community or voluntary sector groups e.g. ‘Friends of’ Groups’ or Parish Councils whereby they could acquire leasehold or take over the management of one or more sites via appropriate leasing arrangements.	This option is more suitable for the smaller country parks and picnic sites and greenways.
Option C: Multi-Agency Partnership	Establish a multi-agency partnership of landowners to actively manage all green space sites in a specific	This option is equally applicable across the estate

	area. This could include pooling of resources and skills to generate economies of scale.	
Option D: Establish a not for profit trading company or Community Interest Company	The body would be responsible for running and developing part / all of the estate but Staffordshire County Council would retain ownership.	This option is equally applicable across the estate

10. It should be emphasised that none of these options are mutually exclusive and a combination of options could be considered where appropriate.
11. In accordance with their decision on 4 September, the Select Committee is now being given the opportunity to review the proposals for the management of the estate and to comment further before Cabinet considers the proposals at their meeting on 21 October 2015.
12. Subject to Cabinet approval, a full public consultation exercise will commence for 12 weeks with a wide range of service users, staff, partners and stakeholders.
13. It is anticipated that a follow up report will be considered by Cabinet in April 2016 which will include a full consultation report. This report will also feed into the Community Impact Assessment to ensure the council has a full understanding of the potential impacts and how they can be addressed.
14. A further report will be submitted to the Select Committee prior to Cabinet's consideration in April 2016.

**Link to Strategic Plan – Great Place to Live**

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

**Community Impact –** A full CIA will be drafted following the formal public consultation. In the interim, a scoping CIA has been completed and is included in the background papers.

**Contact Officer**

Name and Job Title: Ian Wykes: Commissioner for the Rural County  
 Telephone No.: 01785 277295  
 Address/e-mail: [ian.wykes@staffordshire.gov.uk](mailto:ian.wykes@staffordshire.gov.uk)

**Appendix –**

Report on Initial Engagement and Options.

**Background papers**

Reports of the Prosperous Staffordshire Select Committee – 18 December 2014 and 4 September 2015





# Appendix Report on Initial Engagement and Options

---

## 1. Introduction

The Countryside Estate Review seeks to identify the most sustainable way to manage the Staffordshire County Council's countryside estate and maximise its contribution to the economic and social wellbeing of the residents of Staffordshire and beyond.

Early stakeholder engagement was initiated from May 2015. The purpose of this initial phase of work was to test the draft options and identify those which have the greatest potential to deliver sustainable future management.

Conversations were held with a wide range of critical stakeholders between May and September 2015. Discussions were also held with other local authorities to identify any lessons learned and best practice from similar reviews elsewhere. This report summarises the results from this initial engagement.

## 2. Background

Ten options for the future management of the countryside estate were identified by the project team and are set out in the table below. These were in no way definitive and were simply provided to stimulate debate. These formed the basis of the stakeholder engagement, with comments received on the pros and cons of the options and which might be suitable for the different sites.

<b>Option 1: Status Quo</b>	Status Quo: Continue to manage countryside estate in-house
<b>Option 2: Status Quo with enhanced development strategy</b>	Maintain the status quo in terms of ownership and management but develop a strategy with the aim of extracting more income from the individual sites and reducing costs e.g. land rental for industrial development i.e. wind turbines, carefully managed commercial developments or timber operation expansion. Whilst it is currently a high priority to extract maximum value out of countryside sites, the management of public open spaces in particular also requires consideration of a wide variety of factors including ecological, public health and education benefits. This option could require some upfront investment.
<b>Option 3: Transfer freehold ownership of the estate to a single agency</b>	Transfer the freehold of one or more sites to a single provider. Many sites have a negative land value and the county council should therefore not

	expect capital gain but should instead expect to provide a 'dowry' as a necessary incentive. Legal restrictions and liabilities on many sites will impact on the amount of dowry required.
<b>Option 4: Transfer management of the estate to a single provider</b>	Transfer management responsibility of all or part of the countryside estate to another public sector or charitable body. The management partner would be responsible for running and developing the estate via contract arrangements while the County Council would retain ownership. The county council could reduce its financial input over a period of time by placing an expectation on the provider organisation to source its own funding.
<b>Option 5: Transfer ownership and/or management on a site by site basis to more than one provider</b>	Partnership arrangements with local community, voluntary sector or public sector bodies. For example Friends Groups, Parish Councils or other bodies could acquire the freehold or take over the management of one or more sites via community asset transfer (where appropriate) or long-term leases. The process would involve the production of a 'prospectus' including detail on every site designed to attract potential partners into 'expressing an interest' in the future ownership or management of a particular site or a number of sites.
<b>Option 6: Multi-Agency Partnership</b>	Establish a multi-agency partnership of landowners to actively manage all green space sites in a specific area. This could include pooling of resources and skills to generate economies of scale.
<b>Option 7: Private Sector Partnership</b>	A partnership with a private sector company based on a contract e.g. AMEY. The maintenance of the countryside estate is currently in scope of the Infrastructure+ Project. The scope could be extended to include the management of the countryside estate.
<b>Option 8: Delivery of on-site services or management activities via contract-based agreements with multiple agencies</b>	This is a "hybrid model" whereby the county council would retain ownership and overall strategic management of the countryside estate but would implement partnership arrangements with other local authorities, agencies, companies and voluntary or wildlife groups to deliver certain services or site management activities, e.g. woodland management, events, education or implementation of HLS schemes.
<b>Option 9: Establish a trading company, trust, social enterprise or community interest company</b>	The body would be responsible for running and developing part / all of the estate but the County Council could retain ownership.

<b>Option 10: Disposal of sites on the open market</b>	Selling a site would be most suitable for those sites with limited potential for public access

### 3. Methodology

The initial engagement phase of the project comprised two elements:

- (i) benchmarking with other local authorities involved in similar reviews of countryside sites to identify lessons learned and best practice.
- (ii) engaging a range of critical stakeholders in the options for Staffordshire;

#### 3.1 Benchmarking

As part of the benchmarking and best practice exercise, 16 local authorities were approached which have reviewed or are in the process of reviewing their countryside estates and landholdings. All are exploring alternative delivery options as either part of a formal review or as an ongoing cost saving exercise. Other related bodies with expertise in site management were also contacted.

#### 3.2 Stakeholder Engagement

The purpose of this engagement was to test the viability of the original ten options, to identify those most likely to deliver on the critical success factors and to gauge potential interest for partnership working in the future. The table below sets out the groups of stakeholders contacted and the engagement method used.

Stakeholder sector	Scope	Method Used
Landowning bodies	This was specifically targeted to those partners who already held similar land holdings in the county and consequently face the same challenges and as a result may be more willing to work collaboratively. This included RSPB, Staffordshire Wildlife Trust, Land Trust, Forestry Commission (Forest Enterprise), Groundwork, National Trust, Entrust, District and Borough Councils and Stoke on Trent City Council.	An event was held on 6 <sup>th</sup> May 2015 led by an independent facilitator.  Follow up meetings were held with various partners including Natural England, RSPB, Forest Enterprise, etc.
Parish Councils	SPCA and Parish Councils with a site situated wholly or partly within their administrative area.	An initial briefing was held as part of the annual SPCA meeting on 14 April 2015. An engagement session with Parish Councils was held on 2 <sup>nd</sup> June 2015. Numerous follow up meetings have been held particularly through attendance at Parish Council meetings.
Staff	This included speaking with the	Briefings were held with the

	<p>teams directly involved in running the service (Rangers and Works Unit). In addition other teams were included who have direct dealings with the parks including the Environmental Specialists, Spatial Data and Rights of Way.</p>	<p>teams and feedback collated.</p>
Tenants	<p>There are a wide range of tenancies on the Countryside Estate such as Heritage Railways, Business Unit holders at Chasewater, food concessions, fishing licences graziers etc.</p>	<p>Views on the draft options were requested by correspondence</p>
User Groups / other bodies	<p>This included bodies representing use sectors such as the Ramblers association, British Horse Society, etc. and bodies such as the Joint Local Access Forum and Cannock Chase AONB Partnership</p>	<p>Views on the draft options were requested by correspondence. Additional follow up meetings were held where requested. The project was also presented to the Joint Local Action Forum which has a statutory responsibility to oversee access issues in Staffordshire. Engagement sessions were held as part of AONB meetings regarding options for Cannock Chase.</p>
Elected members	<p>In addition to their scrutiny function Prosperous Staffordshire Select Committee have also provided recommendations for consideration of Cabinet.</p>	<p>Site visits were held for members in August and a presentation given to PSSC in early September.</p>

Data gathered from the stakeholder engagement exercise was both quantitative and qualitative in nature. The analysis is described in section 4 of this report.

## 4. Results

The following sections outline the results of this initial engagement phase of the project.

### 4.1 Benchmarking

Discussions with 16 other local authorities show that various approaches are being taken to the management of countryside sites. In some cases, e.g. the Isle of Wight, where the overall number of sites is relatively small they are strongly in favour of keeping the majority of the estate together so are looking for one organisation to take this on. However, the majority of authorities contacted acknowledged that there is no one solution and are opting for a multi-faceted approach (in many cases not dissimilar to the long list of options being considered by SCC). Most are reviewing on a site by site basis, with some sites falling into general categories which include, e.g. those that are suitable for development/investment to maximise income, those that may be suitable for community asset transfer, those suitable for transfer to a not-for-profit trust – either national or local.

The success rate is variable depending on many factors and there seems to be no one model that can be lifted from the shelf and applied across the board; there will be some variables and adaptations to be made in each case. There are however some good examples of how the different models are working. For example, Northamptonshire report that through development / income generation and an investment strategy in play areas their parks are now 95% self-financing. Similarly Shropshire also reports that it expects the two major parks to be cost neutral this year (2015/16) and that some of their sites are also in negotiation for community asset transfer. Buckinghamshire also report that some key parks are now self-funding, though they gain significant income from filming contracts due to proximity to a major film studio. Leicestershire are trialling multi-agency contracts for grounds maintenance and site security as a wider organisational initiative.

There is a good example of a local authority spin out, the Chiltern Rangers Community Interest Company (CIC), which was formed in 2013 and is performing well. It is the first woodland management service to have arisen from a local authority spin out process and until this point Wycombe District Council had run the service in-house.

In Sheffield, the City Council are working in partnership with the National Trust exploring the potential of an endowment model for all its public parks and green spaces. The four areas for raising investment that the project is exploring are: health and wellbeing, ecosystems services, public giving and 21<sup>st</sup> century philanthropy.

However, the benchmarking exercise has also highlighted some risks associated with different models; for example, one council is working with a Friends of Group (FOG) to formalise its status to take on a more formal management role on a 43 hectare site. Although it is too early to say if this model will work in the long-term,

there have been some initial capacity issues which will need to be resolved. In another example where a local authority has transferred sites to a trust, ongoing continued reduction in local authority funds is now causing some concerns within this partnership. Benchmarking and best practice examples have also been explored with local, national and third sector organisations that are developing and piloting alternative delivery models for 21st century parks. One such organisation is Nesta, an innovative charity which created a £1m grant scheme in 2014 with Heritage and Big Lottery Funds, to support a small number of pioneering innovators with a focus on finding new business models to help parks to thrive for the next century. Eleven teams were selected to try out their business models which include; endowment models, community asset transfer, development of community interest companies, sponsorship, donations and philanthropy. Nesta and partners will publish the findings at the end of this year.

Discussions have also taken place with The National Trust, The Land Trust, The Parks Trust in Milton Keynes, and Shared Assets (a not-for-profit organisation) all of which are leading or involved in implementing alternative delivery models.

The benchmarking exercise has highlighted some interesting additional theories and options being considered elsewhere. Whilst this may be deemed as outside of the scope of this particular SCC countryside estate review, they are worthy of consideration when horizon scanning across the wider picture. These include

- Public sector shared management models across neighbouring local authorities – e.g. devolution (potential economies of scale through shared resources)
- Greater focus on shared outcomes and re-allocation of financial resources across the organisation. For example one authority has brought in funding from its public health and sustainable transport departments to support delivery of joint outcomes through its countryside service.
- The Parks Trust in Milton Keynes was set up in 1992 with a £20m endowment by the new town development corporation. The social enterprise now manages 5,000 acres of greenspace and employs 47 staff. Land owned by the Trust is classified into three categories.
  - Parkland, floodplain, ancient woodland – including Sites of Special Scientific Interest (SSSI) and scheduled monuments.
  - Transport corridors sometimes known as parkways.
  - Income earning assets (commercial properties, some included in the initial endowment.)

The Trust is self-financing and generates the income needed to maintain the green estate from its investments and operations, including farming, letting of paddocks, events, sale of timber and commercial leisure activities. Their

investment fund has grown from £20m to £90m. The Local Authority in Milton Keynes has resolved it would like the Trust to take on the management of its green space and the Trust and the Authority are currently exploring how this can be achieved without jeopardizing viability of the existing operation.

### **Conclusions from the benchmarking**

The broad options being considered by SCC are more or less in line with options being considered or implemented by other local authorities. There is a general understanding that whilst benchmarking is difficult on a like for like basis across authorities due to the nature and size of landholdings, there is a need to share best practice and learning experiences and most authorities who responded to the benchmarking request asked to be kept informed as to the outcome of SCC service review.

Reportedly there has been varying success with alternative delivery models and for most authorities it is an ongoing process taking a site by site approach. It is probably too early to evaluate the longer term effects of all the models as most are in early stages of discussions, development or implementation, but there are some early success stories and good examples of best practice to benchmark against. The models that have met with most success elsewhere relate to options 2, 5 and 9 in this review.

## **4.2 Results of stakeholder engagement**

The extent of feedback was quite variable between different groups of stakeholders. Landowning bodies and staff provided detailed feedback with a high response rate, reflecting their strong interest in the review. There was a moderate response rate from parish councils, focusing mainly on the sites(s) of particular interest rather than more generic responses. The response rate from user groups and tenants was very low, with a few key exceptions. However, this was an initial phase of engagement to test options and some stakeholders may have chosen to wait for the consultation phase to see clearer proposals.

### **4.2.1 Generic Options Appraisal**

This exercise was undertaken by the project team, landowning bodies and key staff, and the results have been merged in the table below. Input on the options from parish councils, user groups, members and other bodies has also been incorporated. The general pros and cons of each option are identified, without reference to any particular site.

<b>Option 1 – Do nothing</b>	
<p><b>Pros:</b></p> <ul style="list-style-type: none"> <li>• Retains current familiar arrangements for users which have high public confidence</li> <li>• Reduces risks associated with introducing alternative delivery models</li> </ul>	<p><b>Cons:</b></p> <ul style="list-style-type: none"> <li>• Current delivery model is not affordable due to SCC budget pressures.</li> <li>• Management of estate is still largely reliant on SCC funding and at risk from</li> </ul>



<ul style="list-style-type: none"> <li>• Retains access to a wide range of in-house expertise</li> <li>• Able to manage and deliver SCC outcomes</li> </ul>	<p>competing council priorities.</p> <ul style="list-style-type: none"> <li>• Difficult to maintain or improve existing services and facilities, also could be slow decline in service quality.</li> <li>• Difficulty in managing and responding to growing public demand and expectation.</li> <li>• Not financially viable or sustainable long-term</li> <li>• Increases longer-term risk for the estate as not core SCC business</li> <li>• Lack of access to capital and expertise/innovation</li> <li>• No new economies of scale</li> <li>• High risk that sites would deteriorate</li> <li>• Reputational risks associated with deterioration</li> <li>• H&amp;S risks associated with reduced resource</li> <li>• Staff morale deteriorates with loss of performance and could affect staff retention</li> </ul>
<p><b>Option 2 – Maximise income</b></p>	
<p>Pros:</p> <ul style="list-style-type: none"> <li>• No impact on existing public access arrangements so retains familiarity for users</li> <li>• SCC branding generates trust.</li> <li>• Development strategy could support management of sites, ensuring they remain in good condition</li> <li>• Staff and volunteers are professional and experienced and capable of dealing with all aspects of land management including anti-social behaviour, emergency and unforeseen circumstances.</li> <li>• High level statutory, legal and compliance requirements will be maintained and met through support from Environmental Specialist team and other technical/specialist staff.</li> <li>• Existing HLS funding streams would be secure.</li> <li>• Existing volunteer offer and associated benefits will be maintained.</li> <li>• No loss in influence/control over the management of the estate and its ability to contribute to SCC wider outcomes.</li> <li>• Could be positive for wildlife</li> </ul>	<p>Cons:</p> <ul style="list-style-type: none"> <li>• Management of estate could still be largely reliant on SCC funding and other competing council priorities if sufficient investment/income is not realised.</li> <li>• Could be difficult to maintain or improve existing services and facilities, also could be some loss in service quality if income is not realised.</li> <li>• Income generated could be limited by need to balance ecological/ social value of land.</li> <li>• May impact on SCC reputation</li> <li>• Some development activities could be detrimental to wildlife, amenities and the landscape</li> <li>• Potentially socially exclusive – some sites in low income areas, may impact on accessibility and wider outcomes</li> <li>• Potentially to become too commercial and lose sight of the vision</li> <li>• Funding access maybe restricted if continues in local authority ownership</li> <li>• Income dependant – may affect sustainability</li> <li>• Lack of capacity/capability</li> <li>• Limited opportunities and competing in</li> </ul>

<ul style="list-style-type: none"> <li>• Provides some financial sustainability</li> <li>• Activities/events for local people – more engagement and a wider audience</li> <li>• CIL income potential</li> <li>• Provides security for employees</li> <li>• Generation of income would help to reduce some financial pressure on SCC.</li> </ul>	<p>an increasingly competitive market</p> <ul style="list-style-type: none"> <li>• Expectation management -People expect it to be free</li> <li>• Some investment is likely to be required before any gain is realised</li> <li>• Reality given site constraints – is there scope to generate required income to be resilient and sustainable long-term</li> <li>• Potential conflicts with users for some income-generating activities</li> <li>• Commercial drift – tendency to chase money rather than focus on site priorities</li> <li>• Cafes are income generators but current arrangements with Entrust means income not directly attributed to sites ?</li> </ul>
---	--

**Option 3 – Transfer ownership to a single agency**

<p><b>Pros:</b></p> <ul style="list-style-type: none"> <li>• Transferring all of the estate in a single transaction to one provider is simpler to process and administer.</li> <li>• Future financial pressure on SCC would be significantly reduced.</li> <li>• All existing legal obligations and liabilities and responsibilities would be dissolved.</li> <li>• Management of the estate is less reliant on SCC funding and priorities and may be better placed to access charitable or more innovative funding streams.</li> <li>• Future long-term sustainability of the countryside estate may be more secure.</li> <li>• Need for SCC to comply with high level statutory, legal and compliance requirements will be dissolved</li> <li>• Consistency of approach</li> <li>• Could be a body with access to volunteers to increase volunteer offer</li> <li>• Existing staff would presumably transfer, retaining knowledge and expertise</li> </ul>	<p><b>Cons:</b></p> <ul style="list-style-type: none"> <li>• Risk to SCC reputation if new organisation lacks the ability and or capacity to deal with all aspects of land management.</li> <li>• Changes could be made to existing public access arrangements</li> <li>• Likely to require a significant endowment</li> <li>• Transfer arrangements could be complex and costly to administer.</li> <li>• Potential opposition from local communities, stakeholders and tenants.</li> <li>• Loss of influence/control over the management of the estate and its ability to contribute to SCC wider outcomes.</li> <li>• Ownership of estate could be via a single interest group.</li> <li>• Could have a detrimental impact on volunteer offer.</li> <li>• Risk to SCC reputation due to perception that the management of the estate is being "outsourced" due to financial pressures rather than being about improving the service and achieving outcomes.</li> <li>• Organisation may not have full range of expertise / experience – though presumably staff would have to transfer so would be retained?</li> <li>• Limited pool of potential owners – is this option realistic?</li> <li>• If a private sector body could be commercial drift towards income-</li> </ul>
--	--

	<p>generation at expense of other management needs</p> <ul style="list-style-type: none"> <li>• Risk of “do minimum” approach if private provider</li> </ul>
<p><b>Option 4 – Transfer management to a single agency (SCC retains ownership)</b></p>	
<p><b>Pros:</b></p> <ul style="list-style-type: none"> <li>• Transferring the management in a single transaction to one provider is simpler to administer.</li> <li>• Future financial pressure on SCC could be reduced.</li> <li>• Management of the estate could be less reliant on SCC funding and priorities and better placed to access charitable or more innovative funding streams.</li> <li>• Future long-term sustainability of the countryside estate may be more secure.</li> <li>• SCC would retain influence over the management of the estate and its ability to contribute to SCC wider outcomes.</li> <li>• Unlikely to be any impact on existing public access arrangements</li> <li>• Less risk to SCC reputation</li> <li>• Existing volunteer offer and associated benefits could be maintained.</li> <li>• May be economies of scale if they go to a body that owns land nearby</li> </ul>	<p><b>Cons:</b></p> <ul style="list-style-type: none"> <li>• SCC would still be paying for the management cost</li> <li>• Tracking the costs and benefits across another agency could be complex</li> <li>• Risk of arrangement breaking down if budget requirements changed etc.</li> <li>• Managing and responding to other partner expectations might prove difficult</li> <li>• Demanding performance management regime would need to be created</li> <li>• Ownership of estate could be via a single interest group.</li> <li>• Risk to SCC reputation if new organisation lacks the ability and or capacity to deal with all aspects of land management.</li> <li>• Transfer arrangements could be complex and costly to administer.</li> <li>• Potential opposition from local communities, stakeholders and tenants</li> <li>• Management partner may lack expertise and funds for one-off emergency repairs Would this remain SCC liability as owner?</li> <li>• Contract needs to be watertight</li> <li>• Is the market there that will ensure competitive process - limited pool of potential interested parties</li> <li>• Continuity of new provider</li> <li>• SCC retain liabilities and remain responsible overall</li> <li>• May lose existing efficiencies of volunteers and ROW link</li> <li>• Commercial drift as above if commercial body</li> <li>• Costs of management of contract</li> <li>• Potential for conflict of views on management</li> <li>• May impact on SCC ability to deliver wider benefits, e.g. Ironman where additional management costs are involved</li> </ul>

**Option 5 – Transfer ownership / management on a site by site basis to more than one owner**

**Pros:**

- Management of the estate less reliant on SCC funding and priorities and better placed to access charitable or more innovative funding streams.
- Alternative bodies may be better placed to focus and encourage local communities.
- Staffordshire’s residents are involved in shaping the delivery and management of the estate.
- Benefits of volunteering could be maintained and enhanced.
- Encourages local community responsibility and could improve skills of local people.
- Existing public access arrangements likely to be maintained.
- SCC passes on liability where transfer of ownership
- Be targeted and locally responsive
- Greater ability and flexibility to adapt to circumstance
- Could target sites to organisations with relevant experience
- Transferring management of smaller sites to communities could deliver wider benefits – social inclusion, activity etc.

**Cons:**

- Loss of strategic oversight and inability to arbitrate between competing interest groups.
- Management partners may lack expertise and funds for one-off emergency repairs e.g. dams resulting in damage to SCC reputation.
- Risk to SCC reputation if new organisations lack the ability and/or capacity to deal with all aspects of land management
- Loss in economies of scale by transferring on a site by site basis and reduced financial savings
- Changes could be made to existing public access arrangements, resulting in adverse reaction from public even if only perceived.
- Tracking the costs and benefits across a range of agencies could be complex
- Managing and responding to a range of partners’ expectations might prove difficult
- Demanding performance management regimes would need to be created.
- Could be difficult to comply with high level statutory, legal and compliance requirements.
- Transfer arrangements could be complex and costly to administer.
- Liability retained if only management transfer
- SCC may need to provide small site dowries to individual groups
- Lack of continuity in community groups may risk long term ability to manage – could become neglected if key people leave
- May end up having to take sites back in future in a poor state – costs more to put right
- Lack of expertise could result in spending more time advising on and monitoring these sites than we have to date.
- Lack of holistic approach as provided by SCC through range of knowledge and

	<p>disciplines</p> <ul style="list-style-type: none"> <li>• May impact on SCC ability to deliver wider benefits, e.g. Ironman if sites owned by separate body</li> </ul>
<p><b>Option 6 – Establish multi-agency partnership</b></p>	
<p><b>Pros:</b></p> <ul style="list-style-type: none"> <li>• Management of the estate could be less reliant on SCC funding and priorities and better placed to access charitable or more innovative funding streams.</li> <li>• No likely impact on existing public access arrangements</li> <li>• Estate would remain in SCC ownership, generating trust.</li> <li>• Risk to SCC reputation would be minimised</li> <li>• Estate would continue to be managed by experienced staff and volunteers capable of dealing with all aspects of land management including anti-social behaviour, emergency and unforeseen circumstances.</li> <li>• High level statutory, legal and compliance requirements would continue to be met.</li> <li>• Existing Stewardship funding streams would be secure.</li> <li>• County-wide strategic oversight of green space provision and increased ability to contribute to SCC wider outcomes.</li> <li>• Would deliver improvements in service delivery and better outcomes for visitors.</li> <li>• No loss in influence/control</li> <li>• Pooled resources – expertise/numbers</li> <li>• Best practice examples/pilots already exist</li> <li>• Geographical and temporal flexibility</li> <li>• Increased efficiency</li> <li>• Retain and could build volunteer offer with better co-ordination</li> <li>• Option has best potential for efficiencies across the suite of public / trust sites</li> <li>• Benefit from collective experience</li> <li>• Better use of team skills and experience</li> <li>• More joined up approach to interpretation – makes more sense to public</li> <li>• Better scope to manage visitor pressure</li> <li>• Ability to rationalise infrastructure and</li> </ul>	<p><b>Cons:</b></p> <ul style="list-style-type: none"> <li>• Could be time-consuming and complex to establish and run</li> <li>• Conflicting and competing priorities between different agencies.</li> <li>• Tracking the costs and benefits across all agencies could be complex</li> <li>• Managing and responding to other partners' expectations might prove difficult</li> <li>• Demanding performance management regime would need to be created</li> <li>• Potentially Complex and confusing for customers</li> <li>• Liabilities still with SCC</li> <li>• Potential to be inefficient/duplication of effort</li> <li>• Upfront legal costs</li> <li>• Branding may cause issues</li> </ul>

<ul style="list-style-type: none"> <li>target it to most suitable locations</li> <li>• Retains the current ethos</li> <li>• Partnership structure to address any issues – needs good governance</li> <li>•</li> </ul>	
<b>Option 7 – Private sector partnership</b>	
<p><b>Pros:</b></p> <ul style="list-style-type: none"> <li>• Private sector investment could enhance facilities and services.</li> <li>• Private sector acumen.</li> <li>• Financial pressure on SCC could be reduced.</li> <li>• Estate would continue to be managed by experienced staff and volunteers capable of dealing with all aspects of land management including anti-social behaviour, emergency and unforeseen circumstances.</li> <li>• High level statutory, legal and compliance requirements would continue to be met.</li> <li>• Existing Stewardship funding streams would be secure.</li> <li>• Existing volunteer offer and associated benefits would be maintained.</li> <li>• Estate would remain in SCC ownership, generating trust.</li> <li>• No loss in strategic oversight and ability to arbitrate between competing interest groups.</li> <li>• May provide development opportunities for staff</li> <li>• May be efficiencies in maintenance if private sector partner has capability</li> <li>• Private partner may bring expertise, better equipment etc.</li> <li>• Big company may be able to balance losses with another part of the business</li> <li>• May be better able to bring in corporate sponsorship and events</li> </ul>	<p><b>Cons:</b></p> <ul style="list-style-type: none"> <li>• Identifying a suitable partner or creating a new organisation may be a difficult and lengthy process</li> <li>• Risks and liabilities are likely to remain with SCC</li> <li>• Cost remains with SCC though may be efficiencies</li> <li>• Demanding performance management regime may need to be created</li> <li>• Opposition from the local community, stakeholders and tenants</li> <li>• Risk to SCC reputation due to perception that the management of the estate is being "outsourced" due to financial pressures rather than being about improving the service and achieving outcomes</li> <li>• May be reduction in operational control</li> <li>• Needs a good contract – upfront legal cost</li> <li>• Complexity of governance</li> <li>• Volunteers may be less willing to get involved</li> <li>• Business focus as opposed to outcome focus</li> <li>• Potential adverse effect on staff morale</li> <li>• Reduced external funding opportunities</li> <li>• Private sector work to programme – may lose flexibility</li> <li>• Cost of running partnership and need to retain enough knowledge and staff capacity to commission and monitor effectively?</li> <li>• Potential loss of control if subcontractors used</li> <li>• Risk of financial penalties if HLS not properly delivered</li> <li>• Potential lack of appropriate management of recreational pressure</li> <li>• Difficult to maintain strategic work such as Cannock Chase SAC Partnership</li> <li>• May impact on SCC ability to deliver wider benefits</li> </ul>

**Option 8 – delivery of different services via different contracts with different bodies (e.g. more topic-based approach)**

<p><b>Pros:</b></p> <ul style="list-style-type: none"> <li>• No impact on existing public access arrangements</li> <li>• Keeps sites in SCC ownership and SCC branding retained, generating trust.</li> <li>• Reduced risk to SCC reputation</li> <li>• Estate would continue to be managed by experienced staff and volunteers capable of dealing with all aspects of land management including anti-social behaviour, emergency and unforeseen circumstances.</li> <li>• High level statutory, legal and compliance requirements will be maintained.</li> <li>• Existing Stewardship funding streams would be secure.</li> <li>• Existing volunteer offer and associated benefits will be maintained.</li> <li>• No loss in strategic oversight or ability to contribute to SCC wider outcomes.</li> <li>• Potential efficiencies and economies of scale</li> <li>• Reduced overheads</li> </ul>	<p><b>Cons:</b></p> <ul style="list-style-type: none"> <li>• Contractual arrangements could be complex and costly to administer.</li> <li>• Tracking the costs and benefits across all agencies could be complex</li> <li>• Demanding performance management regime would need to be created</li> <li>• Risk to SCC reputation if partners fail to deliver</li> <li>• Complexity of managing the relationships: <ul style="list-style-type: none"> <li>○ Setting a strategy</li> <li>○ Day to day relationships</li> <li>○ Quality management</li> </ul> </li> <li>• May lose added value of being able to combine tasks and use contractors to best effect</li> <li>• SCC retains all liability</li> <li>• May be hard to manage as lots of overlaps</li> <li>• Potential for fragmented / disjointed approach</li> <li>• Public accountability retained by SCC</li> </ul>
--	---

**Option 9 – establish trading arm or not-for-profit enterprise**

<p><b>Pros:</b></p> <ul style="list-style-type: none"> <li>• Financial pressure will be reduced because management of estate will be less reliant on SCC funding and better placed to access more innovative funding streams.</li> <li>• Estate would continue to be managed by experienced staff and volunteers capable of dealing with all aspects of land management including anti-social behaviour, emergency and unforeseen circumstances.</li> <li>• No loss in influence/ control over the management of the estate and its ability to contribute to SCC wider outcomes.</li> <li>• Arms-length, able to develop own future</li> <li>• Ring fence funding</li> <li>• Can reinvest surplus</li> <li>• Opportunities to be more commercially focused</li> <li>• Potential to TUPE existing staff</li> <li>• Better potential community buy-in</li> </ul>	<p><b>Cons:</b></p> <ul style="list-style-type: none"> <li>• Risk to SCC reputation if new body lacks the ability and or capacity to deal with all aspects of land management.</li> <li>• Could take a long time to establish.</li> <li>• Demanding performance management regime would need to be created</li> <li>• Competing with other existing bodies</li> <li>• Could be seen as less accountable</li> <li>• Potential loss of valued 'loss making' parts?</li> <li>• Associated financial risks (size of reserve, cash flow, ability to respond)</li> <li>• Isolated from authorities' expertise (ecology, archaeology, etc.)? would they be isolated or would they have support?</li> <li>• Would have no track record in early stages to support bids for funding etc.</li> <li>• No community reputation</li> <li>• Trading company poor perception – profit and can be wound up – not inalienable?</li> </ul>
--	--

<ul style="list-style-type: none"> <li>• Could expand service and offer – run events, education etc.</li> <li>• CIC or social enterprise could keep public benefits as core purpose</li> <li>• Opportunity to expand and take on other sites etc – potential to grow and achieve economies of scale.</li> <li>• Would separate sites away from threats of SCC budget pressures</li> </ul>	<ul style="list-style-type: none"> <li>• Unclear where specialists would sit within this model – could end up playing shops?</li> <li>• Bureaucracy in setting up and governing</li> <li>• Risk of commercial drift</li> <li>• May impact on SCC ability to deliver wider benefits, e.g. Ironman if sites owned by separate body</li> </ul>
<b>Option 10 – Disposal on open market</b>	
<p><b>Pros:</b></p> <ul style="list-style-type: none"> <li>• Operational and financial pressures of managing smaller, satellite sites would be dissolved.</li> <li>• Potential that capital receipt can be used to improve other sites.</li> <li>• The need to comply with any high level statutory, legal and compliance requirements on the site will be dissolved.</li> <li>• Some sites are not controversial/no issue to do this</li> <li>• May be an opportunity to sell off bits of some sites to raise income for rest</li> <li>• Could increase public benefits if sites go to someone who can do something positive with them</li> </ul>	<p><b>Cons:</b></p> <ul style="list-style-type: none"> <li>• Opposition from public and stakeholders about the sale of public open space and potential risk to SCC reputation.</li> <li>• Disposal and legal arrangements could be costly to administer.</li> <li>• Amount of public open space available in some areas may be reduced.</li> <li>• Minimal capital receipt from those that are viable</li> <li>• Lack of flexibility - once sold that is it</li> <li>• Difficulty of enforcing covenants</li> <li>• Loss of current and future resource</li> <li>• Planning and remediation issues</li> <li>• Couldn't be applied to most sites due to covenants etc.</li> <li>• One-off income generation</li> <li>• Would there be market interest?</li> </ul>

#### 4.2.2 Conclusion from the Generic Options Appraisal

The generic appraisal of the options suggests that option 1 is unlikely to deliver the required outcomes – the service is not sustainable in its current model and further funding reductions could result in a decline in management of the sites and therefore the outcomes they deliver for communities. Option 10 is not a viable option for most sites but could be considered for smaller sites where public access is limited and the sites only make a limited contribution to outcomes. Option 3 also has limited potential to deliver the required outcomes. Given the range of sites, there is no obvious body that is likely to take on freehold ownership and all the associated liabilities.

#### 4.3 Summary of Qualitative Feedback

The table below summarises qualitative feedback from the different stakeholder groups.

Stakeholder group	Feedback summary
Parish Councils	37% response rate at time of writing; <ul style="list-style-type: none"> <li>• Keen to take on Wimblebury local site under option 5;</li> </ul>



	<ul style="list-style-type: none"> <li>Options 1,8 or 9 for Cannock Chase and Chasewater; would support greater volunteer involvement and maximising of commercial opportunities;</li> <li>Sites should stay with SCC to safeguard public use and enjoyment; could maximise commercial opportunities with involvement of commercial company;</li> <li>Option 8 for Consall – complex site which should remain with SCC;</li> <li>Support option 6 for Churnet Valley sites;</li> <li>Would like to retain involvement in Chasewater; would not support private company transfer; would support transfer to not for profit body or partnership with other organisations including those already involved in the site. Concern about potential impacts of car parking charges.</li> <li>Keen to be kept informed and involved</li> </ul>
User Groups	<p>13% response rate at time of writing.</p> <ul style="list-style-type: none"> <li>Moseley Railway Trust – re Apedale – detailed review of options which has been fed into generic options appraisal. Keen to support careful development of the park for visitors to release its potential; concerns over inappropriate commercial or industrial development of the park.</li> <li>Walton Chasers Orienteering Club – particular interest in Cannock Chase and Chasewater – gave detailed review of options which has been fed into generic options appraisal. Preference would be for option 1. Options 3-6 have some attractions but require more detail; option 9 needs more detail; significant reservations about options 2,7,8 and 10.</li> <li>The Staffordshire Area of the Ramblers Association felt that the Rangers service should be retained and that access to footpaths within the Country Parks should be protected. Any commercial development should take into account the effects of walking and leisure experience.</li> </ul>
Tenants	<p>9% response rate at time of writing.</p> <ul style="list-style-type: none"> <li>Two responses suggest option 1 for all sites;</li> <li>Two suggest option 5 for Chasewater and Deep Hayes respectively;</li> <li>One suggests sale (option 10) of agricultural land associated with Deep Hayes to existing farm tenants.</li> </ul>
Joint Local Access Forum	<p>Initial view:</p> <p>Cannock Chase – hybrid of options 2,8 and 9  Chasewater – option 4  Apedale – hybrid of options 5 and 7  Consall – option 8  Deep Hayes – option 1  Greenway Bank – option 7  Picnic / smaller sites – option 5  Low access sites – 5 (preferred) or 10</p>
AONB Partnership	<p>Looked at the options in relation to their impacts on Cannock Chase AONB - preference for option 6; options 2, 7, 9 and 10 could pose risks to the AONB; options 3,4,5 and 8 would require more detail.</p>
Select Committee	<p>At the Prosperous Select committee meeting held on 4<sup>th</sup> September 2015 it was resolved that</p> <p>a) a further report be brought to the October Select Committee</p>

	<p>prior to Cabinet decision on any proposals;</p> <p>b) the Select Committee support consideration of Options 2, 8 and 9;</p> <p>c) the Select Committee support consideration of Option 5 if the wording is changed to “ Transfer the management but retain the ownership of individual sites....”</p> <p>d) The Select Committee do not support Options 3 or 10.</p>
--	---

### 4.3.1 Conclusion from the qualitative feedback

A number of respondents proposed option 1, reflecting the confidence and value placed in the current service and that the current model is familiar and understood. It also reflects concerns about the sensitive nature of some of the sites and a desire to continue current uses. There is some support for the development of more commercial ventures on some sites, suggesting that option 2 may have potential. At some sites however this is not deemed as appropriate, reflecting the sensitive nature of these locations due to their high environmental quality. Option 5 is considered viable, with some respondents expressing an interest in taking on management of some sites. There is also some support for option 6 for the Churnet Valley and Cannock Chase, and for options 4, 8 and 9.

## 4.4 Analysis of Quantitative Feedback

### 4.4.1 Methodology

#### Step 1 – Collation of data

Stakeholder groups that provided sufficient numerical data across the suite of sites to enable analysis were the landowning bodies and staff. Data from these stakeholders was ranked and collated into a combined ranking for the options.

#### Step 2 - Grouping the sites

To make the task manageable the sites were combined into approximate groupings according to type and where similar options might apply. These groupings were as follows:

- Medium-sized northern country parks (Consall, Apedale, Greenway Bank, Deep Hayes)
- Large southern country parks (Cannock Chase and Chasewater)
- Picnic and smaller sites
- Greenways

#### Step 3 – Discount outlier options

The lowest ranking options for each group of sites were discounted.

#### Step 4 – Identify long list of options for each group

The four highest ranked options are given for each group as a long list to be explored further. These are presented in the table below:

<b>Group</b>	<b>1<sup>st</sup> highest ranking</b>	<b>2<sup>nd</sup> highest ranking</b>	<b>3<sup>rd</sup> highest ranking</b>	<b>4<sup>th</sup> highest ranking</b>	<b>5<sup>th</sup> highest ranking</b>
<b>Medium northern country parks</b>	Option 5	Option 6	Option 2	Option 8	Option 4
<b>Large southern country parks</b>	Option 8	Option 2	Option 5	Option 6	Option 4
<b>Picnic / smaller sites</b>	Option 5	Option 6	Option 10	Option 2	Option 8
<b>Greenways</b>	Option 5	Option 4	Option 8	Option 6	Option 2

### Step 5 - Assess the long-list for each group against the critical success factors

The long listed options were assessed and scored out of 10 against the critical success factors. The four success factors were weighted as shown in the table below and the weighting applied to the score. This was used to refine the list to four options to be explored further.

<b>Critical Success Factor</b>	<b>Sub-factors</b>
Increased value and prosperity for Staffordshire through a positive impact on local communities and wildlife	<ul style="list-style-type: none"> <li>• Contribute to people's quality of life by realising the health, social and economic benefits associated with the countryside estate.</li> <li>• Conserve and enhance the biodiversity, heritage and landscape value of the countryside estate.</li> <li>• Maintain and develop the range of volunteering opportunities and number of volunteers.</li> </ul>
A customer focussed service which enhances customer satisfaction and people's experience of the countryside	<ul style="list-style-type: none"> <li>• Ensure an appropriate level of quality as defined by customers.</li> <li>• Service accessible to all.</li> <li>• Improve the quality of communication and engagement with customers.</li> </ul>
Financially sustainable and resilient services	<ul style="list-style-type: none"> <li>• Affordable to implement and run</li> <li>• Sustainable and efficient going forward, able to attract investment and demonstrate value for money</li> <li>• Ability to manage future financial pressures</li> </ul>
The flexibility to meet changing future demands through innovation and development	<ul style="list-style-type: none"> <li>• Provide flexibility to meet changes in visitor demand and environmental pressures.</li> <li>• Deployment of appropriately skilled</li> </ul>

	people for management and development of the sites
--	--

#### 4.4.2 Conclusion from the Quantitative Feedback

The results of the quantitative feedback are summarised in the table below:

<b>Group of sites:</b>	<b>Options to be explored:</b>
Medium sized country parks (Apedale, Consall, Deep Hayes and Greenway Bank )	Option 2 – Retain in-house with development strategy Option 5 – site by site transfer Option 6 – multi-agency partnership Option 8 – delivery via range of topic-based contracts
Large country parks (Cannock Chase and Chasewater)	Option 2 – Retain in-house with development strategy Option 5 – site by site transfer Option 6 – multi-agency partnership Option 8 – delivery via range of topic-based contracts
Picnic and smaller sites	Option 5 – site by site transfer Option 6 – multi-agency partnership Option 8 – delivery via range of topic-based contracts Option 10 – disposal on open market (only for sites with limited access)
Greenways	Option 4 – transfer management to single provider Option 5 – site by site transfer Option 6 – multi-agency partnership Option 8 – delivery via range of topic-based contracts

## 5. Conclusion

5.1 The purpose of this early engagement stage was to test the ten identified options; firstly to ensure there were no additional options to consider, secondly to explore their viability and thirdly to remove at this stage any options that would be unlikely to deliver the critical success factors.

5.2 The results of the qualitative and quantitative data above can be summarised as follows.

<b>Option 1:Status Quo</b>	This option has been discounted as it will not be possible to meet the fundamental commissioning question of maximising the estate’s contribution to the health, economic outcomes. <b>Option Deleted</b>
<b>Option 2:</b> Maintain the current arrangement and enhance the development strategy	Option 2 was highly favoured and reflects the reality of the current situation. Although there was little support for a private sector company to take over the management of the estate (see below). However as is the existing situation carefully managed commercial opportunities such as catering outlets are important parts of the parks offer and attraction and an important funding source to support the wider management and maintenance of the estate. It is also proposed to merge this with the related elements of Options 7 and 8. <b>Option Retained</b> and reworded to read:  Continue with the current management and ownership arrangement but develop a strategy with the aim of increasing income from the individual sites. This will be done by continuing to work closely with volunteers, communities and the third and private sector to look at opportunities to reduce the dependency on the public purse.
<b>Option 3: Transfer ownership of the estate to a single agency</b>	Option 3 There was no immediate interest in terms of single agency freehold transfer. There was also considerable concern raised regarding a lack of control from transferring ownership. <b>Option Deleted</b>
<b>Option 4: Transfer management of the estate to a single provider</b>	Option 4 There was no immediate interest in terms of a single provider. More local agreements could be achieved through Option 5 below. <b>Option Deleted</b>
<b>Option 5:</b> Transfer management, so that it is decided on a site by site basis.	Option 5 There has been considerable interest from Parish Councils and other agencies regarding taking on the management of sites on a case by case basis. In light of concerns raised regarding transferring ownership this option has been amended. Any arrangements could be undertaken through a robust lease. <b>Option Retained</b> and reworded to read:  Seek partnership arrangements with local community or voluntary sector groups e.g.‘Friends of’ Groups or Parish Councils whereby they could acquire leasehold or take over the management of one or more sites via appropriate leasing

	arrangements.
<b>Option 6: Multi-Agency Partnership</b>	<p>Option 6 Many partners felt this was a long term sustainable solution on a county or landscape scale and further work will be required to explore this option. <b>Option Retained and reworded to read:</b></p> <p>Establish a multi-agency partnership of landowners to actively manage all green space sites in a specific area. This could include the merging of resources and skills to deliver suitable sites</p>
<b>Option 7: Private Sector Partnership</b>	<p>Option 7 There were concerns raised regarding a private sector taking overall management of sites. However as is the existing situation carefully managed commercial opportunities such as catering outlets are important parts of the parks offer and attraction and an important funding source to support the wider management and maintenance of the estate. <b>Option Deleted and merged with Option 2</b></p>
<b>Option 8: Delivery of onsite services or management activities via contract-based agreements with multiple agencies</b>	<p>This option received wide support but it is considered as a mechanism that helps deliver the wider intentions of Option 2. <b>Option Deleted and merged with Option 2</b></p>
<b>Option 9: Establish a trading company or CIC</b>	<p>Option 9 Could help support Option 6 and more likely for larger sites such as Chasewater. Equally it could be that the County Council should continue to explore this option independently as well <b>Option Retained and reworded to read:</b></p> <p>The company would be responsible for running and developing part / all of the estate but Staffordshire County Council would retain ownership.</p>
<b>Option 10: Disposal of sites on the open market</b>	<p>Option 10 There was widespread concerns regarding the sale of Countryside sites. Further to subsequent clarifications it is not the intention of selling sites that are managed as country parks. This option related to specific sites which are not managed as countryside sites and due to access have very limited amenity value. Alternative uses of these sites will be pursued but not within the remit of this review. <b>Option Deleted.</b></p>

Local Members Interest
N/A

### **Prosperous Staffordshire Select Committee – 12<sup>th</sup> October 2015**

#### **The Growth Fund Including the Work of the Education Trust**

##### **Recommendations**

1. That the Select Committee scrutinises progress in relation to the Stoke-on-Trent and Staffordshire Growth Deal and Education Trust.
2. That the Select Committee comments on and consider aspects for further scrutiny.

##### **Report of Mark Winnington, Cabinet Member for Economy, Environment and Transport and Ben Adams, Cabinet Member for Learning and Skills**

#### **Summary**

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

This paper has been prepared at the request of the Prosperous Staffordshire Select Committee to provide an update on the progress of the Stoke-on-Trent and Staffordshire Growth Deal. Following discussions on the 29 July at the triangulation meeting it was agreed that this item would also include detail of the Education Trust - previously a separate work programme item to look at the development of the Trust's work and the impact it has made to date.

This paper will be accompanied by a presentation which provides further detail on the progress of specific projects and is designed as a basis on which the Prosperous Staffordshire Select Committee may wish to frame its scrutiny.

#### **Report**

##### **Background**

3. In March 2014, the Stoke-on-Trent and Staffordshire Local Enterprise Partnership (SSLEP) submitted its Strategic Economic Plan (SEP) which sets out the direction and vision for the economy. The draft SEP was scrutinised by the Prosperous Staffordshire Select Committee in October 2013, with comments incorporated into the development of the final strategy. The SEP covers the period 2014 to 2030 and is built around the vision of :

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

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

- **A Core City** - rapid, planned growth of the conurbation centred on the city of Stoke-on-Trent which would be a critical economic driver of the area spanning parts of Cheshire as well as Staffordshire, including through the development of a strong, competitive city centre brand offering the full mix of city centre uses.
- **Connected County**: to build on our central location, excellent external connectivity and existing peri-urban sites to deliver the right blend of further employment sites and supporting infrastructure to drive business growth, encourage inward investment and meet our labour market needs.
- **Competitive Urban Centres**: to significantly enhance growth opportunities from an attractive and thriving city of Stoke-on-Trent city and other towns across Staffordshire where people are eager to live, work and enjoy themselves.
- **Sector Growth**: ensure globally competitive innovation, investment and enterprise-led expansion in large & small businesses across our priority sectors.
- **Skilled Workforce**: to develop a modern and flexible skills system which enables all people to up-skill and re-skill to meet the needs of our growth sectors. We will target growth and opportunity. As we boost the competitiveness of our businesses, we are determined to ensure local people also benefit. While we reach for the heights of international competitiveness, we will tackle our pockets of poor educational performance, deprivation, decaying urban centres and unattractive housing.

5. In July 2014, the Stoke-on-Trent and Staffordshire Local Enterprise Partnership was notified of its success in a bid to the Government’s Single Local Growth Fund. The primary beneficiaries of funding were in relation to infrastructure to open up business parks, access improvements, improved local skills provision and projects to support local sustainable transport.

6. This amounted to a total of £82.2<sup>1</sup> million over a period up to 2021. The indicative funding allocations for each of the projects and their contribution the SEP objectives are outlined below:

“Year 1” projects

- Bericote Four Ashes Employment Site - £1.91m - (Connected County Objective)
- Lichfield Park Employment Site - £4.0m - (Connected County Objective)
- Meaford Business Park - £4.2m - (Connected County Objective)

---

<sup>1</sup> Please note – that this total also includes an allocation of £4.1m of previously allocated Regional Growth Fund money which has been allocated to Chambers of Commerce



“Year 2” projects

- Branston Locks, Burton-on-Trent - £5.09m - (Connected County Objective)
- Advanced Manufacturing Skills Hub Phase 2 - £6.9m (£8.9m including matched funding) – (Skilled Workforce Objective)
- Local Sustainable Transport Package - £5.0m – (Connected County and Competitive Urban Centres Objectives)
- Stafford Western Access Route - £24.3m – (Connected County Objective)
- Etruria Valley, Stoke-on-Trent - £26.7m – (Core City Objective)

7. The July 2014 allocations were followed by a further round of negotiations with Government, and local discussions were focused around identifying opportunities to contribute further to the Stoke-on-Trent and Staffordshire Strategic Economic Plan’s priority around improving the competitiveness of local urban centres. A second indicative growth deal allocation of £15.4 million was announced for the following projects in January 2015:

- Rugeley Town Centre Improvements - £1.30m – (Competitive Urban Centres Objective)
- Lichfield Friarsgate - £2.69m - (Competitive Urban Centres Objective)
- Leek Mill Heritage Quarter - £0.8m - (Competitive Urban Centres Objective)
- Tamworth Enterprise Quarter - £2.90m - (Competitive Urban Centres Objective)
- Stoke-on-Trent City Centre Access Improvements - £7.71m (Core City Objective)

8. Progress against the delivery of these projects has been positive to date, and a high level overview of progress of the projects will be provided as part of the presentation. The delivery of the Stoke-on-Trent and Staffordshire Growth Deal is managed by the City Deal and Growth Deal Programme Management Board in accordance with the SSLEP’s agreed Accountability and Assurance framework. A copy of this framework is available from the SSLEP.

9. The City Deal and Growth Deal Programme Management Board is chaired by Richard Cotterell, Vice Chair of the SSLEP and General Director of Caterpillar’s UK operations. The Board meets on a bi-monthly basis and reports on the progress and performance of the Growth Deal by exception to the SSLEP Executive. The Board also makes recommendations to the SSLEP Executive over the drawing down and release of Growth Deal allocations based on the content of Business Cases submitted by the Senior Responsible Owners of relevant candidate projects.

10. The City Deal and Growth Deal Programme Management Board receive project progress information from Staffordshire County Council. Within Staffordshire County Council, projects are governed on a project by project basis which each have a project team and appropriate project management arrangements. Project progress is reported on a monthly basis through the Economic Growth Programme Board, chaired by the Director of Place and reported to the Senior Leadership Team and Informal Cabinet as part of the transformation programme.

11. The Government has reaffirmed its commitment to devolving regeneration funding to the local level through the Local Growth Deal, and has intimated that there will be a further round of requests for funding through the Local Growth Deal during Autumn/Winter 2015.
12. It is widely acknowledged that there is a direct correlation between skills, productivity and employment. The development of education and skills amongst all age groups will be crucial for the successful future economic prosperity and competitiveness of Stoke-on-Trent & Staffordshire, with direct impacts linking secure employment to higher living standards and improved health and wellbeing amongst other positive outcomes for individuals and communities. Securing a well-qualified and adaptable workforce with the skills sets appropriate to the needs of existing business sectors, as well as those in which we have aspirations for economic growth, should be fundamental priorities for our economic development in the short, medium and longer-term.
13. The LEP's Education Trust and the work it drives is a crucial part of realising this aspiration. The Education Trust brings together all organisations which have a commitment to raising education and training achievement, employability, and aspirations amongst young people and adults in the sub-region. Through the Education Trust's Skills Draft Skills Strategy (see appendix 2) we are setting the strategy for the future skills system backed by an investment of almost £70 million to support delivery.
14. Through the Education Trust we have been able to secure greater influence and resources for investment in skills delivery which includes:
  - a. the creation of an Advanced Manufacturing and Engineering Hub with an initial investment of £3million and a further investment of £8.9million.
  - b. improved alignment of Adult Skills through the Skills Pilot giving the LEP greater influence over the £20million budget and the opportunity to redistribute 5% of this.
  - c. range of initiatives to promote and grow Apprenticeships.
  - d. £55 million of European investment in skills to help more people get into work, grow apprenticeships and provide businesses with the skills they need.
15. Whilst there has been growth in apprenticeships and skill levels accompanied by more young people in education, employment and training and reductions in worklessness there remain significant skills and productivity challenges (to be covered in presentation referred to at appendix 1). Employers are still reporting skills shortages and hard to fill vacancies, particularly in our key growth sectors, such as manufacturing and engineering.

## **Conclusion**

16. Staffordshire's economy continues to improve, with claimant unemployment now at 0.8%, well below the national and regional levels at their lowest levels in the

last decade. This local economic success story is set to continue, as partners work together to realise the key priorities of the Strategic Economic Plan for Stoke-on-Trent and Staffordshire, assisted by the range of infrastructure, transport, town centre and skills developments through the Local Growth Deal and the work of the Education Trust.

**Appendices:**

Appendix A – Presentation – “The Growth Fund and Education Trust” – to be presented for discussion at Select Committee meeting

Appendix B – Draft Education Trust Skills Strategy

**Contact Officers:**

Name and Job Title:

Jonathan Vining, Economic Growth Programme Manager

Telephone no: 01785 277353

E mail: [jonathan.vining@staffordshire.gov.uk](mailto:jonathan.vining@staffordshire.gov.uk)

Anthony Baines, County Commissioner for Skills and Employability

Telephone no: 01785 895984

E mail: [anthony.baines@staffordshire.gov.uk](mailto:anthony.baines@staffordshire.gov.uk)



**STOKE-ON-TRENT and STAFFORDSHIRE LEP**  
**EDUCATION TRUST SKILLS STRATEGY**  
**2015 – 2020**

DRAFT

## Foreword

**TO BE INSERTED**

DRAFT

**Ken Stepney**

**Chair, Stoke-on-Trent and Staffordshire Education Trust**

## Contents

## Page

1. *Purpose and Vision*

2. *National Context*

3. *Local Context*

4. *Outcomes and Priorities*

5. *Delivering the Education Trust Skills Programme*

6. *Governance*

7. *Glossary of terms*

8. *Appendices*

## 1.0 Purpose and Vision

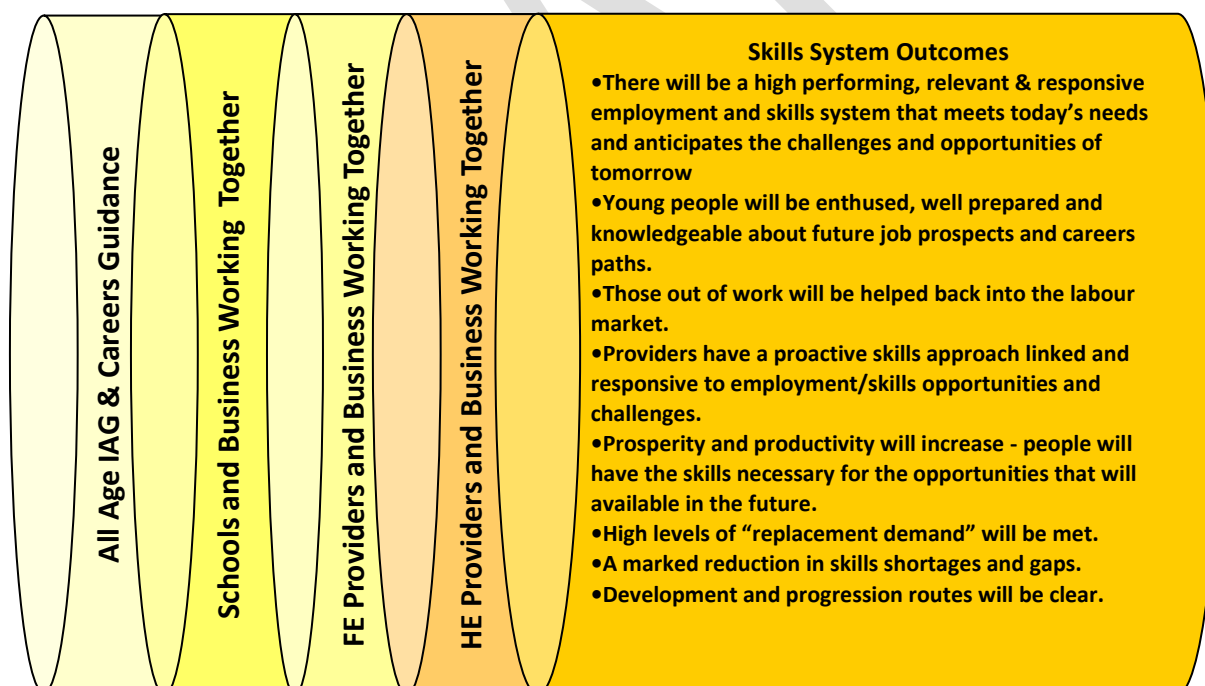
Stoke-on-Trent and Staffordshire LEP established the Education Trust as a means of ensuring that Stoke-on-Trent and Staffordshire gets ahead and stays ahead when it comes to education, training, skills and jobs.

The purpose of the Stoke-on-Trent and Staffordshire Education Trust is:

***To shape a high performing, relevant and responsive education and skills system that meets today's business needs, and anticipates the challenges and opportunities of tomorrow.***

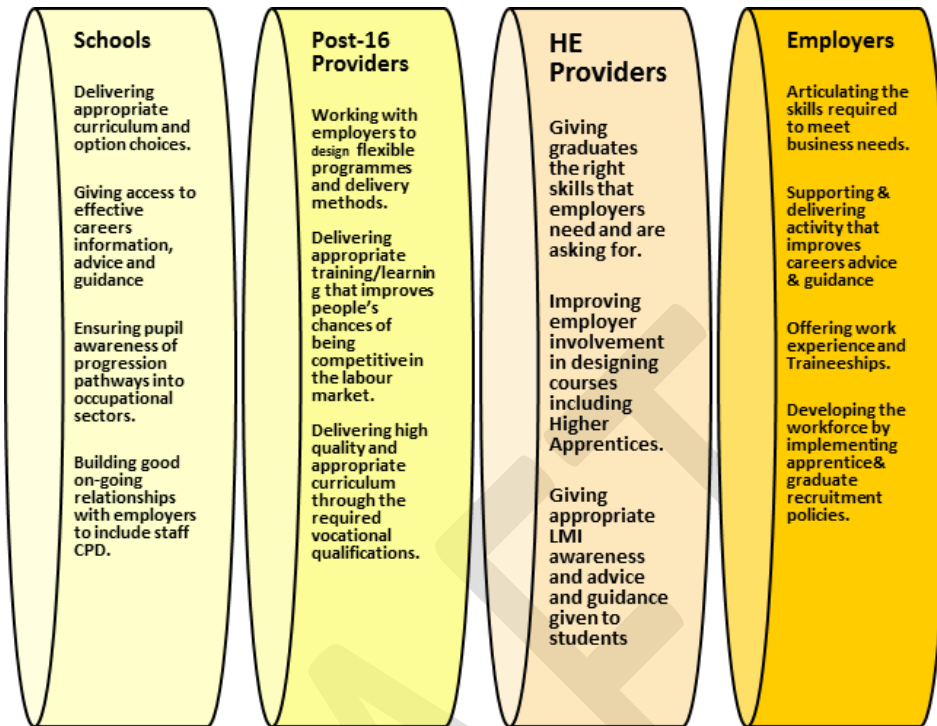
The diagrams below (Figure 1 and 1a) reflect the Education Trust's vision of the skills system (co-designed by business partners and the Education Trust), along with the roles of partners within this.

**Figure 1 - The Education Trust Skills System**





**Figure 1a - The Education Trust Skills System – Partners’ roles:**



This is about:

- **Schools and business working together** to raise aspirations and make sure young people are equipped to work in business and achieve their ambitions
- **Further Education providers and business work together** so that people can access jobs and training and upskill and reskill the workforce
- **Higher Education providers and business working together** to ensure we have more higher level and technical skills for our advanced industries and occupations

Work is ongoing to improve links between business and education and training providers, and matching skills supply and demand is a priority for the Trust.

The Stoke-on-Trent and Staffordshire Enterprise Partnership Strategic Economic Plan (SEP)<sup>1</sup> states the LEP aims to grow the economy by 50% and generate 50,000 new jobs in the next 10 years (50:50:10).

There are five objectives the LEP Economic Strategy will focus on to achieve its goal:

1. **Core City** of Stoke-on-Trent with growth of the conurbation and the city centre brand.

<sup>1</sup> Stoke-on-Trent and Staffordshire LEP Strategic Economic Plan (March 2014)

2. **Connected County** that utilises our location to develop the infrastructure for key employment sites.
3. **Competitive urban centres** in the city and towns for people to live work and enjoy.
4. **Sector Growth** to support the innovation and investment in priority growth sectors in Advanced Manufacturing (Energy, Auto-Aero, Medical Technologies, Agri-Tech, Applied Materials) along with Tourism and Business/Professional Services.
5. **Skilled Workforce** to ensure a balanced supply of people with the right skills and know-how needed to drive economic growth.

The Stoke-on-Trent and Staffordshire Education Trust has a clear and significant role in leading on the objective for a **Skilled Workforce** and strategically directing the approach to the cross-cutting skills issues across the LEP objectives.

DRAFT

## 2.0 National Context

Following the May 2015 General Elections the Government has indicated a **clear focus around increasing productivity across the economy**, within this there is a strong acknowledgement that **tackling issues around the skills agenda is central to achieving this goal, with local areas being best placed** to deliver a step change in the skills system.

The national context is expected to become increasingly driven by an emphasis of stronger and faster delivery around improving the skills base nationally – helping to boost productivity and having an effective employer-led system that operates on a sustainable funding basis.

**There is also a clear drive to create three million new apprenticeships by 2020.**

This has all been further supported in the recent Budget in July 2015 with the announcement of Government's Productivity Plan, "*Fixing the Foundations: Creating a more prosperous nation*"<sup>2</sup>, which has significant implications for skills.

The government's framework for raising productivity includes 15 key areas, built around two pillars: first, encouraging long term investment – which includes a key focus on 'Skills and Human capital'- and secondly, promoting a dynamic economy.

Within this, the Departments for Education and Business, Innovation and Skills will facilitate a (national) programme of area-based reviews to review 16+ provision in every area, all completed by 2017. These will provide an opportunity for institutions and localities to restructure their provision to ensure it is tailored to the changing context and designed to achieve maximum impact. The focus will be on FE and sixth-form colleges, although the availability and quality of all post-16 academic and work-based provision in each area will also be taken into account<sup>3</sup>.

Further key drivers of the national context are summarised below:

1. The local picture and its implications for the Education Trust are not dissimilar to the national picture. The recent Skills Commission Report '*Still in Tune- the skills system and the changing structures of work*' found the skills system is not adequately matched to the modern structures of work and that it is likely to become further misaligned in the future. The Commission called for action and calling for a response to:
  - a) Clarity in terms of responsibility for the skills system in a flexible labour market;
  - b) Ensuring all young people have access to the advice, are able to make informed decisions about their futures if we are to address social mobility;

---

<sup>2</sup> 10<sup>th</sup> July 2015 – Part of Summer Budget 2015 (online) accessed 24.07.15: <https://www.gov.uk/government/news/productivity-plan-launched>

<sup>3</sup> 20<sup>th</sup> July - Post-16 education and training institutions review (online) accessed 24.07.15: <https://www.gov.uk/government/publications/post-16-education-and-training-institutions-review>

- c) Structured pathways for labour market progression in a polarised market with a reduction in skills alignment to work;
  - d) Ensuring older workers can access adequate provision for training.
- 2. Recent OECD research states that UK nations have the biggest skills gaps between young people who are not in education, employment or training (NEET) and those in work.
- 3. The recent UK Commission for Employment and Skills report '*Growth through People*' stated that economic strategy should focus on growth through the talents and skills of people. This growth should be simply measured by how many people are in work and how productive they are, recognising there are three skills and employment challenges in the way of growth:
  - a) It is getting increasingly difficult for young people to get a foothold onto a good career path as opportunities to combine work and study decline;
  - b) There is a greater risk for people in work getting stuck in low quality and low productive jobs, without the opportunity to progress and gain new skills and earn more;
  - c) Persistent skills shortages are hampering growth whilst there is an under-utilisation of talents and skills within the workforce.

At both local level and national level there are common issues and challenges, however the Education Trust's strategy and the solutions deployed locally in terms of skills are within our gift. Further detail on the national policy context can be found in the Appendices document (at Annex 3).

### 3.0 Local Context

Following on from the national context the local skills challenges have been well documented in a range of reports that feature familiar themes, such as:

1. The **local economy has lower productivity than the UK average**, and reflects a relatively smaller high value industry sector which translates into lower wages and requires lower levels of skills in the labour market. However, the rebalancing of the economy and growth from investment is creating more jobs, and should drive up wages and skills as overall skill levels on all measures are currently lower than average.
2. Employment rates are increasing and whilst unemployment overall is becoming less of an issue **worklessness, youth unemployment and NEETs, particularly for people living in Stoke-on-Trent, parts of towns and some rural communities remains an issue**, often hindered by accessibility and disadvantage, particularly for those with complex issues.
3. **Progression pathways through the labour market are limited**, and there is competition for jobs and labour for both those with low level skills and high level skills, but no clear progression routes between either which particularly hinders older people advancing.

4. **The workforce is getting older and people will need to be equipped and more resilient in order for them to work for longer**, and support their progression and reskilling during their working life that takes account of their wider social and health needs.
5. **Information about the local labour market and careers is inconsistent, and imperfections mean that young people and adults are not always making the 'right or best' choices** about careers and courses, partially due to a lack of understanding of local opportunities and the routes into different careers, which is not helped by a fragmented careers system.
6. **Skills supply and demand issues are becoming starker** with greater skills gaps and shortages which mean there are not always the right skills available or coming through the system to meet employer needs as and when they need it.
7. **Work readiness, employability expectations and long term aspirations of young people** mean they are not as well prepared for work and their career as they could and should be.
8. **The skill system is evolving and responsibility is changing**, which means both individuals and employers will need to invest more in skills and think more innovatively about their future needs and their responsibility whilst at the same time state investment is reducing, driving providers towards increasing commercial income.
9. **Skills and education delivery is changing**, there is greater competition from free schools, academies, UTCs, studio schools, and more employers are becoming involved in delivering training with a greater focus on technical specialism, creating pressures on traditional institutions and skills infrastructure, which will require both efficiencies and innovation in delivery from the sector.

## 4.0 Outcomes and Priorities

The vision for the LEP is to develop a modern and flexible skills offer which enables all people to up-skill and re-skill, so we can match the growing needs of Stoke-on-Trent and Staffordshire’s priority economic sectors, ensuring local people benefit from these jobs, particular in areas of poor educational performance and deprived communities. The measures of success for this overall LEP vision and how it supports the aim of creating an additional 50,000 jobs and a higher skilled labour supply should therefore aim for an absolute increase in the number of people in employment and raising their skill levels.

The outcomes for the Stoke-on-Trent and Staffordshire’s Education Trust are:

1. **Absolute increase in the number of people in employment**, particularly in the priority growth sectors.
2. **Growth in productivity** as people and businesses have the right skills and the opportunities to use them in work.

To achieve this, the Education Trust will **focus on five priority areas<sup>4</sup> for a Skilled Workforce**. The following pages set out why these are important along with the key areas for action, and an idea of what success will look like for each priority (with further detail available in the Appendices document at Annex 1).

Education Trust Skills Priorities	What will success look like?
<p><b>1: Business Engagement in Learning and Skills provision</b></p>	<ul style="list-style-type: none"> <li>• Fewer skills shortages and gaps, bolstered by future school leaders having an understanding of employer and business needs.</li> <li>• Employers are influencing the curricula of education and training providers and feel that they have successfully influenced the range of programmes available to meet the needs of the current and future labour market.</li> <li>• Colleges also have the ability to be more responsive to essential changes in skills provision and there is an increased vocational skills supply for priority sectors.</li> </ul>
<p><b>2: Independent Information, Advice and Guidance for Effective Career Choice</b></p>	<ul style="list-style-type: none"> <li>• With informed choice on local opportunities, and IAG starting at an earlier age, a young person’s pathway is right first time and sector intelligence clearly supports individuals’ career planning, both in terms of young people and older people who need to adapt to new skills / pathways.</li> <li>• Employers are a powerful resource in re-energising careers education with fewer employer skills shortages and gaps being reported.</li> </ul>

<sup>4</sup> Please note the data informing the priority areas for action and the *Why this is important?* Sections have been informed by Staffordshire Observatory data and the Stoke-on-Trent Staffordshire Needs Assessment

<b>3: Employability Skills</b>	<ul style="list-style-type: none"> <li>• Lower unemployment and NEET levels, with young people having both opportunities to develop their ambitions - in line with the labour market and the <i>pathway</i><sup>5</sup> that will take them there.</li> <li>• At the same time developing employability skills which benefit transitions into apprenticeships, work, further and higher education.</li> </ul>
<b>4: Higher Level Skills</b>	<ul style="list-style-type: none"> <li>• Employers able to recruit employees with the required skills.</li> <li>• More residents have higher level skills.</li> <li>• Graduates utilise their skills for the benefit of the area.</li> </ul>
<b>5: Business Engagement in Learning and Skills facilities development</b>	<ul style="list-style-type: none"> <li>• Outcomes for learners graded as Good and Outstanding.</li> <li>• The FE estate is graded at level A or B.</li> <li>• There is an increase in the targeted provision around priority sectors.</li> <li>• Investment in skills capital reflects the needs of local employers.</li> </ul>

The ambition and priorities for the Education Trust over the next 5 years are to

- support the creation of 50,000 jobs in next 5 years
- create 80,000 apprenticeship starts
- Raising aspirations and focus on local opportunities for growth and prosperity in key local growth sectors

To deliver this our key areas of activity will be focused upon three priority areas:

- 1. Apprenticeships**
- 2. Careers Guidance**
- 3. Effective world class skills system**

<sup>5</sup> See Figure 1 - Skills System

## Priority Area One - Apprenticeships

High quality apprenticeships are the gold standard in vocational training, and provide the opportunity to work, earn and learn from when young people leave school up to Degree Level. They are vital for developing the skills business need and now provide a continuous employment route to higher level skills. The increasing drive toward employer ownership of the funding through the Levy, the Voucher system and the introduction of standards to replace frameworks through Trailblazers, provide more opportunity for employers to engage in apprenticeships.

The government has set an ambitious target for growth in apprenticeship numbers to 3 million in this parliament, building on the 2 million in the last parliament. This represents a 64% increase in numbers from the 11,500 currently starting an apprenticeship this year to over 18,000 in five years' time in the Stoke-on-Trent and Staffordshire LEP area. This will mean almost 20% of the workforce will be an apprentice.

However, young people are leaving school not apprenticeship ready due to low GCSE attainment, poor employability skills or they are unaware of apprenticeships as a career path. Equally, employers are struggling to fill apprenticeship vacancies whilst young people remain NEET. Currently, there are over 1,400 apprenticeship vacancies and 1,700 young people NEET in the LEP area.

Despite the issues above, the area has seen a continued success and growth in Apprenticeships over recent years, and there are a range of initiatives already underway to sustain this growth. These include:

- **Staffordshire Ladder** to ensure more businesses are aware of the benefits of apprenticeships, to encourage them to pledge apprenticeship vacancies and to ensure more young people are apprenticeship ready
- **Apprentice Business Ambassador** network that uses businesses to promote apprenticeships to other businesses
- **Apprenticeship Business Help Line** as part of the Growth Hub, that directs employers, seeking to recruit apprentices, to local apprenticeship training providers
- **Annual Apprenticeship Awards** that recognises the contribution and achievement of apprentices to business
- **Apprenticeship Graduation Ceremony** that recognises the highest level of achievement of apprenticeship and puts them on a par with higher education
- **Co-commissioned 500 higher apprenticeships** to increase the progression to higher level skills

Our ambition is to create **80,000 apprenticeship starts in the next five years**, and we will create an **Apprenticeship Hub** to support delivery of this ambition, and build on our current success.



The Apprenticeship Hub will bring together the initiatives we already have and will:

- **Raise the prestige and promote the value of apprenticeships** to business, parents, teachers and students with a clear marketing and communication plan to support our growth ambition.
- **Improve Apprenticeship information, advice and guidance** to enable young people and adults to make informed choices regarding career pathways and requirements and benefits of an apprenticeship.
- **Develop clear progression pathways** from school and college to ensure young people who want an apprenticeship are ready and are aware of the opportunities in our local economy.
- **Establish a private sector-led apprenticeship network that promotes quality and develops the capacity** of provision locally to meet the growth and diversification of apprenticeships for business particularly within SMEs and key sector supply chains.

**Next Steps:** Develop an **Apprenticeship Hub Growth Plan** by Spring 2016, which will support businesses in addressing their workforce development needs for the present and delivers growth the number of apprenticeships in the area.

## Priority Area Two Career Guidance

The purpose of Career Guidance is to assist individuals of any age, at any point throughout their lives to make educational, training and occupational choices and to manage their careers and inspire people to realise their aspirations. (OECD, 2004; Career Guidance and Public Policy: Bridging the Gap). There are a number of benefits from career guidance:

- For the individual it improves skills and abilities, supports career progression and transition to and from work, raises aspirations and promotes resilience at times of unemployment and a culture of life-long learning
- For a local economy career guidance supports an effective, flexible and mobile labour market, increases labour market participation, reduces unemployment and enhances skills and knowledge and therefore helps to raise productivity.

Career guidance can be delivered in many ways, through a range of organisations and funded on a public and private level. For young people it is the responsibility of education institutions and for adults it is funded through government contracts (National Careers Service) and mainstream government support services (JobCentreplus).

What is clear is that the current system is highly fragmented, investment is spread too thin, there are overlaps in activity, with a lack of accountability and it does not operate impartially.

The LEP has set an ambitious target for growth in employment at a time when unemployment is reducing and skills gaps and shortages are becoming more acute. However, young people are leaving school and are not always well prepared for work, lacking employability and attitudinal skills. There also remains a low skilled cycle, where people churn between unemployment and low paid work. Equally, the gap between low skilled and high skilled jobs is increasing, and there is a greater challenge for individuals to progress through the labour market.

We have already developed a set of activities and a development plan that is helping to improve career guidance that includes:

- **Locality Projects** This is a programme to develop the employability and work readiness of secondary school pupils, that includes a range of activities from competitions, work experience and industry days to improve the employability of school leavers.
- **Have-a-go Events** both local and National skills show activity to help young people understand different career options.
- **Bright Futures** website to provide parents with careers information.
- **Co-commissioned the National Careers Service** which will help more people get into jobs locally and in particular promote our key skills areas to young people and adults through the 9,600 clients NCS will work with this year.
- **Formed an events group**, involving NCS, Chamber of Commerce and Business in the Community, schools, colleges, and the STEM network to co-ordinate careers events to clearly defined target audiences across the year and the LEP geography.

- **Working with the recently formed Careers and Enterprise Company** to identify the best way for the locality projects to engage with their enterprise advisors.

Our ambition is to create **50,000 jobs starts in the next five years** and we will create an **All Age Career Guidance strategy** to support delivery of this ambition and build on our current success. The strategy will bring together the initiatives we already have and will:

- **A single standard for career guidance**, to enable young people and adults to make informed choices regarding career pathways and choices throughout their career supported by all delivery organisations.
- **Establish a virtual career guidance hub** that provides real time access to job and course opportunities and provides online support and tools for individuals to utilise, backed by support for the most vulnerable with clear links to the Growth Hub.
- **Roll out the Locality Projects** to all schools in the area as part of a wider STEM delivery strategy.
- **Establish a network to promote quality and develop the capacity** for co-ordinated career guidance activities backed by an annual programme of events, competitions, jobs and career fairs.

**Next Steps:** Develop an **All Age Career Guidance strategy** by Spring 2016, which will provide a high quality and standardised career guidance offer for all residents.

## Priority Area Three World Class Skills System

A productive labour market relies on an effective skills system that provides the vocational education and training that equips people with the skills to function in the labour market and supports economic growth and productivity. The system is funded by public investment from government, and increasingly, from private investment from business and individuals, with over £300 million invested in the skills system annually in the area.

Public investment supports the functioning of the labour market for economic means, and private investment, particularly from employers, focuses on market need. However, investment from the public sector has been reducing and employer investment has also contracted significantly over the last 20 years.

The skills system is complex and involves many different funding and policy areas, that includes education, FE, HE adult skills, workforce development, welfare and industrial strategy. Like any system it has imperfections and gaps which:

- limits the ability of people to achieve their potential, such as those who do not achieve at school, are trapped in low paid and low skilled jobs;
- restricts economic and productivity growth of business with skills shortages and gaps, and hard to fill vacancies that drive up labour and production costs.

Productivity, wages, skills levels and high value jobs are fewer in the area, but unemployment is low, and the incentive to upskill needs to increase if the job growth and GVA uplift set out in the LEP ambition are to be achieved. Having a sustainable and functioning skills system is therefore crucial in achieving the LEP's economic growth strategy and its ambitions for the Education Trust. The Post 16 Area Review provides an opportunity to ensure specialist skills facilities can be supported and a sustainable post-16 system will exist in the future.

The LEP has already secured influence and investment to help improve the skills system, particularly through the City Deal and Growth Deal, and the next EU funding round will be critical in helping to support a functioning skills system. Projects already underway include:

- **Adult Skills Pilot:** This project attempts to align over £20million of skills and training investment delivered by FE Colleges with the key sector priorities for the area and is demonstrating a shift in more students taking more courses in our growth sectors;
- **Advanced Manufacturing and Engineering Hub** and spoke model by securing investment from the City Deal and the Growth Deal through the LEP with £12 million of public and private investment.

The LEP's ambition is to create **50,000 jobs starts in the next five years**, and a **Skills for Growth Hub** will be created, linked to the Business Growth Hub and the *Skills, Employability and Social Inclusion Pathway* to support delivery of this ambition. The **Skills Hub** will bring together the initiatives we already have and will increase employment, improve skill levels and raise productivity. It will do this by:

- **Providing employer-led skills programmes** to ensure business has the access to the skills and training it needs to grow productivity and the economy, particularly in high value and significant employment sectors, linking to the careers hub;

- **Developing programmes aimed at engaging and equipping individuals** through education and training to achieve their potential linking with the apprenticeship hub;
- **Providing intermediate employment opportunities and training** that provides routes into work particularly for those disadvantaged and disengaged from the labour market and help provide a productive and prosperous community.

**Next Steps: Establish a business-led steering group to oversee the Skills Hub,** and support the Post 16 Area Review and its implementation, including any further investment deals.

DRAFT

## 5.0 Delivering the Education Trust Skills Programme

In order to deliver the priorities and actions in the Strategic Economic Plan, and this strategy the LEP and its Education Trust have and will need to continue to **utilise a series of funding mechanisms and levers** including:

- Influencing **mainstream investment from the government** such as the Skills Funding Agency (SFA), Education Funding Agency (EFA), Department for Business Innovation and Skills (BIS) and Department for Work and Pensions (DWP);
- Leveraging **private sector investment**;
- Aligning **public sector investment**;
- **Securing Deals with the government**, such as the City Deal and Growth Deals;
- **Influencing the deployment of European Structural and Investment Funds**;
- Utilising projects<sup>6</sup>, such as the Education Trust Locality Pilots, Apprenticeship Ladder etc., in **developing greater business engagement and involvement with skills provision**.

A central part of the strategy for greater business involvement will be through engaging business in key projects and programmes, where their input and influence can prove to be the most effective.

The Education Trust is already doing this through, for example, the Apprenticeship Strategy and Graduation Events. This will also develop business involvement in skills provision in the future through the approach to, for example, the Advanced Manufacturing and Engineering Hub and Science, Technology, Engineering and Mathematics (STEM).

The LEP and Education Trust have already had success in securing funding and resources to deliver their priorities from these routes, which all have their own project plans and performance measures and the main deliver mechanisms are:

- **the European Union Investment Strategic Framework (EUSIF)** has an allocation of approximately £141 million, of which £55m is focused on Skills Development via the European Social Fund (ESF). The programmes delivered through EUSIF will support the customer journey through an **Employment, Skills and Enterprise Pathway**, which moves people back into work and helps them progress in work with Careers Information and Information Advice and Guidance support throughout the journey and improve employability skills and progression into higher level skills and jobs.

---

<sup>6</sup> See further detail in Education Trust Skills Programme Plan in Appendices document - Annex 1

- **Stoke-on-Trent and Staffordshire City Deal – Powerhouse for Skills**

The government has agreed to delegate to LEPs greater authority over local investments relevant to growth if they can demonstrate high levels of consensus and collaboration. “Powerhouse for Skills” underpins the other strands within the ‘deal’.

This includes:

- improved co-ordination of careers guidance locally;
- improved relationship and working with DWP;
- the Adult Skills Pilot which gave greater influence over the £39m annual budget
- £3.3 million capital investment in the first phase of the Advanced Manufacturing & Engineering hub that will train 2,000 people each year.

- **Stoke-on-Trent and Staffordshire Growth Deal for Skills**

The development of strategic employment sites, such as i54 South Staffordshire and Trentham Lakes have been very successful in generating employment opportunities. The **Growth Deal** with Government **secured funding to open up five key employment sites** identified in the City Deal and create 11,000 jobs.

The Education Trust will need to work with site developers to produce site specific employment and skills plans, and ensure local skills provision adjusts accordingly to provide these new sites with a ready, skilled workforce.

Directly linked to this is the second phase of the **Advanced Manufacturing Skills Hub**, where an additional £8.8million of capital investment will provide the skills and engineers required for our local priority sectors.

- **Education Trust Locality Projects Pilot**

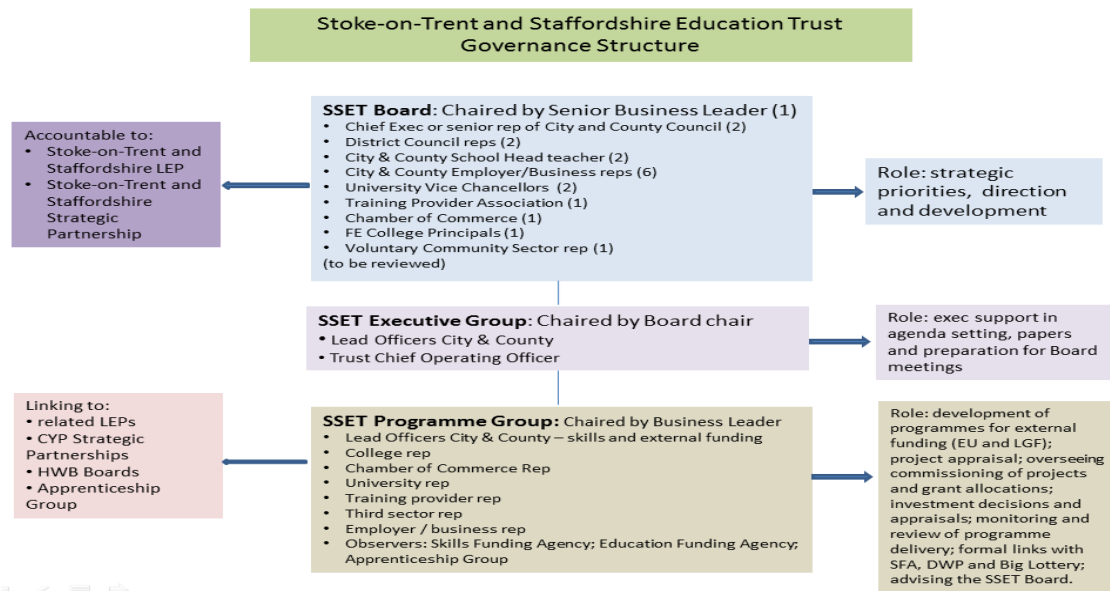
This is a key project that seeks to **align the needs of local business with emerging skills provision** and to change culture and practice in schools and academies across Stoke-on-Trent and Staffordshire in the areas of Enterprise, Employability and Skills. The pilots are operating across four priority geographical areas of Tamworth, Cannock, Newcastle-under-Lyme and Stoke-on-Trent. Participation of approximately 45 business partners has already been secured to work with 21 secondary schools and academies to provide advice, support and services.

There are also a number of **Mainstream Funding and Public Private Activities**, which also form part of the delivery of the Education Trust’s skills programme including:

- a focus on careers guidance and inspiration across the area with the **National Careers Service**;
- commissioning growth and promotion of **Higher Apprenticeships** in priority growth sectors;
- **The Skills Experience**, a series of Have-a-go’s (including with ESF funding) developing student knowledge, skills and aptitude for employment.

## 6.0 Governance

The below sets out the governance structure<sup>7</sup> for the Stoke-on-Trent and Staffordshire Education Trust through which progress against this strategy and more specifically the *Education Trust Skills Programme Plan* (See Appendices document Annex 1) will be held accountable:



<sup>7</sup> As of March 2015



## Glossary of terms

<b>ATA</b>	Apprenticeship Training Agency
<b>CF</b>	Cohesion funds (European Union)
<b>DWP</b>	Department of Work and Pensions
<b>ERDF</b>	European Regional Development Funds
<b>ESF</b>	European Social Funds
<b>ESA</b>	Employment and Support Allowance
<b>ESF</b>	European Social Fund
<b>EUSIF</b>	European Union Strategic Investment Framework
<b>FE</b>	Further Education
<b>GBSLEP</b>	Greater Birmingham and Solihull Local Enterprise Partnership / Enterprise Partnership
<b>HE</b>	Higher Education
<b>LEP</b>	Local Enterprise Partnership
<b>NEET</b>	not in education, employment or training
<b>SFA</b>	Skills Funding Agency
<b>SMEs</b>	Small and Medium-sized Enterprises
<b>SSLEP</b>	Stoke-on-Trent and Staffordshire Local Enterprise Partnership / Enterprise Partnership
<b>STEM</b>	Science, Technology, Engineering and Mathematics
<b>The Trust</b>	Stoke-on-Trent and Staffordshire Education Trust
<b>UTCs</b>	University Training Colleges
<b>VCSE</b>	Voluntary, Community & Social Enterprise

# STOKE-ON-TRENT and STAFFORDSHIRE EDUCATION TRUST

## SKILLS STRATEGY

### *APPENDICES*

#### **Contents**

*Annex 1: Education Trust Skills Strategy Context Evidence*

*Annex 2: National Policy*

*Annex 3: EU Priorities*

## **Annex 1: Education Trust Skills Strategy Context Evidence<sup>8,9</sup>**

### **Context**

The development of education and skills amongst all age groups will be crucial for the successful future economic prosperity and competitiveness of Stoke-on-Trent & Staffordshire. Securing a well-qualified and adaptable workforce, with the skills sets appropriate to the needs of existing business sectors in Stoke-on-Trent & Staffordshire, as well as those in which we have aspirations for economic growth, should be fundamental priorities for our economic development in the short, medium and longer-term. The work of the LEP's Education Trust will be a crucial player in realising this aspiration.

The LEP area's current education and skills performance tends to vary by locality. Cannock, Tamworth, Stoke-on-Trent and to a lesser extent Newcastle-under-Lyme all have lower levels of adult skills, while skill levels in other parts of the sub-region are only similar to the national average. Developing high level skills will be a necessity if we are to be successful in changing the structure of our local economy to be more high value and sustainable.

However, whilst it is important to develop higher level skills within the local workforce, all employers require employability skills such as communication, literacy, numeracy and team working. Given the high levels of worklessness in parts of the county, it will also be imperative to make sure that our residents are work-ready and have the skills that employers desire.

### **Skills and sector development**

The skills of the local workforce are one of the most important drivers of economic growth in any economy. This is particularly important in terms of the ambition to develop certain industrial sectors within the area for two main reasons:-

1. Without an appropriately skilled local workforce, potential inward investors will not move into the area.
2. Business start-ups within desired sectors will only occur if the local product on offer matches the need of the sector, one key aspect of this being the skills of local residents.

Some sectors that the LEP wishes to develop in the future are currently quite embryonic and therefore the skills required by these sectors will, in a lot of cases, need to be developed if the local workforce is to take advantage of the jobs that will be forthcoming. In order to differentiate Stoke-on-Trent and Staffordshire from other areas it is important to fully consider our industrial strengths and local assets to focus purely on those sectors which offer the greatest opportunities, as outlined in the Strategic Economic Plan.

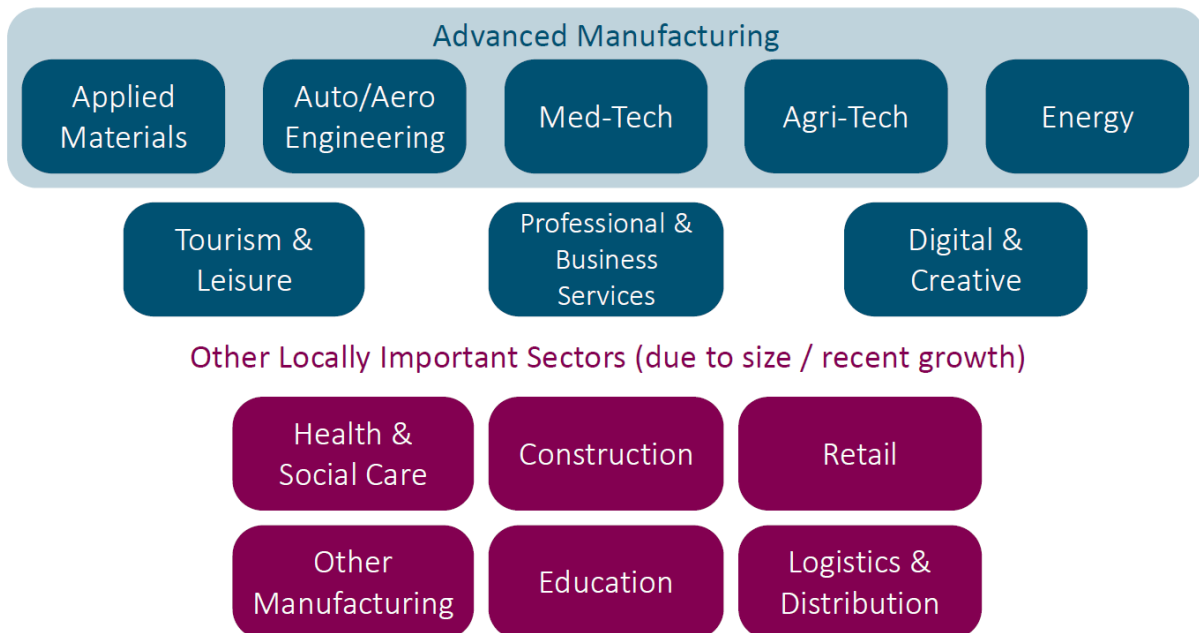
However, it will also be important to consider the industrial sectors within the area as a whole, not just the high value added priority sectors. For example, the wider health sector has grown substantially in recent years, and is likely to grow still further due to the ageing population. Moreover, retirements and expansion within existing companies will continue

---

<sup>8</sup> Staffordshire Observatory data

<sup>9</sup> Stoke-on-Trent Staffordshire Needs Assessment

to generate the most significant proportion of local jobs. It therefore needs to be fully considered as to what skills are needed to support existing businesses and those that we are hoping to develop. The following diagram shows the priority growth sectors identified by the LEP.



Whilst industrial sectors are distinct and separate from each other, they also have numerous commonalities. One of these commonalities may be the skills of the workforce. The LEP's focus on advanced manufacturing will mean that there is a need to train more engineers and generally have greater levels of the workforce with Science, Technology, Engineering & Mathematics (STEM) qualifications.

### High level skills

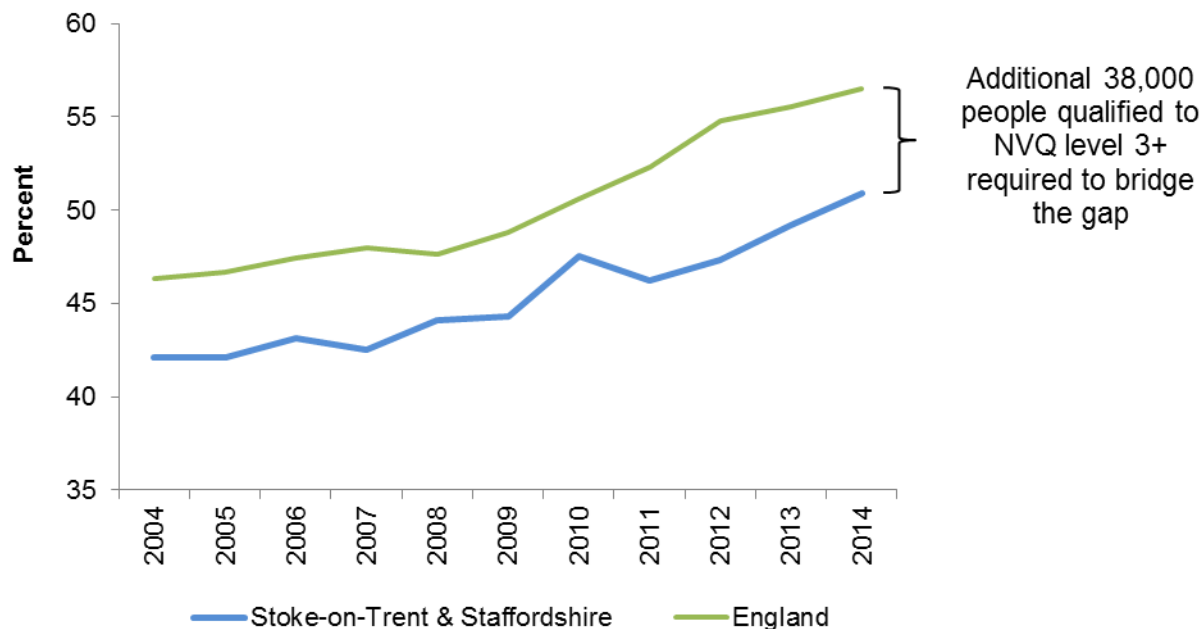
Increasing the proportion of the local population with high level skills will undoubtedly be important in increasing the productivity of the local economy through developing a greater number of high value added industries. Local colleges and universities, and those within neighbouring areas, will clearly play a major role in this, and it will be important that the courses available at these institutions match the needs of the existing business base, as well as the new priority sectors.

However, there are other factors to consider in ensuring that there is an appropriate number of highly skilled workers within the local area. Attracting people to live and work within Stoke-on-Trent & Staffordshire will play a role in increasing the skills levels of the local workforce, which will require appropriate housing, a good cultural offer, high quality environment, etc, to make this happen.

Retaining and attracting graduates will play a role in ensuring the workforce has an appropriate level of skills at degree level and above. This is likely to be particularly important in research and development activities which are likely to underpin a number of the embryonic high value added sectors. Of course, the ability to attract and retain

graduates will largely be dependent on being able to offer high quality employment opportunities, along with all of the other factors that make an area a good place to live.

**Proportion of the working age population with at least a NVQ level 3 qualification (equivalent to 2 or more A levels)**



### Entrepreneurship and innovation

Increasing the number of business start-ups within Stoke-on-Trent & Staffordshire will be an important aspect of generating new jobs within the area. There are a large number of factors that are likely to impact on the level of business start-ups, such as the cost of resources, access to finance and the quality of the environment.

However, the skills of the local population will also be a key factor in the levels of entrepreneurship. Of particular importance is the extent to which people have entrepreneurial qualities and leaders who will drive innovation. Therefore, appropriate programmes and courses will need to be in place in order to promote entrepreneurship amongst local residents, along with leadership, management and skills necessary to run a business to ensure that start-ups and existing companies have the greatest opportunities to innovate and grow.

**Proportion of business births per 10,000 resident population aged 16+**



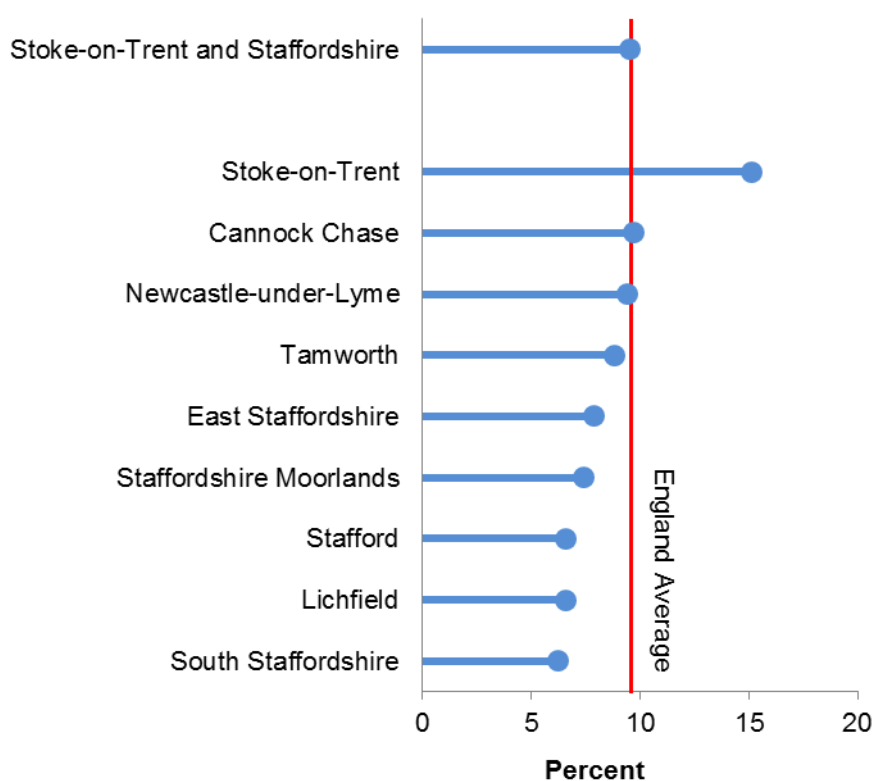
## Employability skills and worklessness

Parts of Stoke-on-Trent & Staffordshire suffer from significant levels of economic inactivity amongst the resident population. Worklessness is one of the key reasons as to why the productivity of the economy of Stoke-on-Trent & Staffordshire lags behind many other similar areas. Getting people who are economically inactive into work will therefore play a significant role in increasing the productivity of the local economy. In order for this to happen, not only will there be a need to generate new, appropriate jobs in the area but also people will need to have the necessary skills to access these jobs.

Young people suffer disproportionately from unemployment locally, therefore tackling youth unemployment should be seen as a priority, as people who experience unemployment when young are much more likely to become long-term workless. Therefore ensuring that local and national programmes are operating to provide the greatest benefit possible to the young unemployed will be vital.

Ensuring that people who are not in employment have the skills that all businesses require will be particularly important. This not only means ensuring that people have good levels of numeracy and literacy, but also other employability skills such as team working and communication.

**Proportion of the working age population claiming an out-of work benefit , Q3 2014**



**Apprenticeships / vocational education and training**

Apprenticeship programmes offer a different approach to continuing in learning by combining on the job training with a recognised framework of qualifications. Schemes such as work placements, traineeships and apprenticeships are likely to be increasingly important in equipping young people with the skills to compete in today’s tough job market.

The industrial sectors that exist within the local area and the developing may also mean that vocational qualifications are a more suitable route to employment in some industries. High value added sectors, such as those involved in research & development activities, are always likely to require degree level qualifications and above. However, sectors involved in production and manufacturing for example, which are likely to require more engineering type skills, may find vocational qualifications better meet the needs of their workforce. Given the range of sectors that the LEP aims to develop in Stoke-on-Trent and Staffordshire, a greater range of formal / vocational education and training will be required as the best approach to meeting the needs of the local economy.

Further information on education & skills in Stoke-on-Trent & Staffordshire can be found on the Staffordshire Observatory website:-

[www.staffordshireobservatory.org.uk](http://www.staffordshireobservatory.org.uk)

## Annex 2 – National Policy

There have been a number of policy developments in recent years which support and impact on skills provision in England.

Following the May 2015 General Elections the Government has also indicated a clear focus around increasing productivity across the economy, furthermore within this context there is a strong acknowledgement that tackling the issues around the skills agenda is central to achieving this, with local areas being best placed to deliver a step change in the skills system. This also includes the clear drive to create three million new apprenticeships by 2020. The previous national direction is expected to become much more focused by an emphasis on stronger and faster delivery around improving the skills base nationally – helping to boost productivity.

The emerging details of the UK's *Productivity Plan* (and how this will translate into national policy around skills) will become clearer as further announcements are made by the Government running up to and beyond the Budget on 8<sup>th</sup> July 2015.

**Rigour and Responsiveness in Skills** was published in April 2013. This government strategy identifies six important areas for development;

1. **Raising Standards** – introducing 'Chartered Status' for lecturers and teachers; providing a clear administrative process for failing colleges; providing information to employers and individuals about the quality of provision.

The Government response to the consultation on 16-19 accountability: **Reforming the accountability system for 16-19 providers** was published on 27 March 2014 and details the various measures that will be introduced to enable individuals to consider the provision on offer to them. This will introduce more rigorous minimum standards; publish clearer and more comprehensive performance information about schools and colleges, the headline measures are progress, attainment, retention, destinations and progress in English and maths plus a broader set of additional measures. It is expected that these will be published from January 2017.

One of the additional measures will be the **Technical Baccalaureate (TechBacc) Measure**. It will recognise the achievement of students taking advanced (Level 3) programmes which include a DfE approved Tech Level, Level 3 maths and an extended project. It will be introduced for courses beginning in September 2014, for reporting in the 16-19 performance tables from 2016

2. **Reforming Apprenticeships** – employers setting apprenticeship standards and taking greater ownership of skills provision; a greater focus on literacy and numeracy; core principle that should for those new to a job or role and will require sustained and substantial training.

The government is consulting over a **new model of apprenticeship funding** particularly aimed at smaller business. The 'Apprenticeship Credit' would allow employers of any size to control their apprenticeship funding via a special online account, automatically triggering contributions from government when the employer had paid into it. This would offer an alternative to the 'PAYE model' due to launch in 2016-17.



The first eight **Employer-led apprenticeship trailblazers** were announced in the government's implementation plan in October 2013. These trailblazers have developed the first 11 clear and concise apprenticeship standards with further trailblazers being developed involving leading employers in 29 sectors. By 2017/18 all new apprenticeship starts will be working towards standards rather than frameworks.

3. **Creating Traineeships** – will provide a combination of a focused period of work preparation; a high quality work placement and training in English and maths; employers having oversight of the design and delivery of the programme
4. **Meaningful Qualifications** – reducing the number of qualifications currently on offer for adults, courses must demonstrate that they are rigorous and have been influenced by employers to be eligible for government funding.

As part of the **BIS Reform of Vocational Qualifications Plan** a new set of business rules for approval of qualifications for funding took effect from January 2014, by 1 November 2014 all qualifications will need to meet all rules which cover size, purpose and employer recognition for new qualifications and proven track record and progression for existing qualifications. UK Commission for Employment and Skills is working to define the characteristics of new higher-level occupational standards which will draw on the content of new apprenticeship standards.

5. **Funding Improving Responsiveness** – introduction of loans for those aged 24 or over and direct employer funding the Employer Ownership Pilot to incentivise education providers to respond to what individuals and employers need.

**24+ Advanced Learning Loans** have replaced government grants for some adult learners. They are an option for people aged 24 and over to fund their course fees upfront at Level 3 and Level 4 in approved colleges and training providers in England.

Through the **Employer Ownership Pilot** companies of all sizes have access to government funding to design and guide vocational training to meet the needs of their workforce. The aim is to test a new approach, built around an open and flexible offer for employers. The second round has seen a further 11 employer led pilots being implemented.

Stoke-on-Trent and Staffordshire LEP are one of three areas who secured the **Skills Funding Pilot** the aim of the pilots is to encourage provision to align to local skills needs as identified by Local Enterprise Partnerships (LEPs), and to forge active partnerships between skills providers and LEPs. Where the LEP considers that local priorities have not been achieved by a provider, the Skills Funding Incentive Pilots will enable the LEP to instruct the Skills Funding Agency to clawback 5% of their Adult Skills budget

6. **Better Information and Data** – individuals and employers to be able to make more informed decisions with access to data on local labour market trends, job opportunities and courses available.

Revised statutory guidance for Careers Guidance has been published to be effective from September 2014. The guidance strengthens the requirement for schools to build links with employers to inspire and mentor pupils and also sets a clear framework for the provision of advice and guidance, giving schools clarity on the required approach to ensure that expectations are set high. The need to provide pupils with direct experience of the world of work, a clear view of the labour market and a good understanding of progression routes through education including apprenticeships and university, is emphasised.

The special needs reforms through the **Children and Families Bill** which will come into force in September 2014 have a strong emphasis on high aspirations and improved outcomes for children and young people aged up to 25. The local offer should provide information about support in preparing for and finding employment as well as information on apprenticeship, traineeships and education provision.

Three preliminary recommendations from **The Heywood 16-24 Review** were included in The Chancellor's Autumn Statement

- Reduced employer national insurance contributions for under-21's
- Additional funding for Jobcentre Plus to work with local authorities in supporting 16 and 17 year olds into apprenticeships and traineeships
- A pilot to test participation conditions on young people claiming Jobseekers Allowance

The government's response to the **Witty review of universities and growth** sets out the plan to

- Make a long term commitment to supporting universities in their mission to deliver economic growth
- Drawing national successes through to the local level by strengthening LEPs and helping universities to support small and medium enterprises
- Taking forward the 'Arrow Projects' concept to secure the potential of the technologies of the future
- Aligning support for different scientific fields with the priorities that are developed for technologies and sectors in the context of the government's Industrial Strategy.

In April 2014 a **new package of changes to GCSEs and A levels** was announced. This introduces revised content for many subjects and sets higher expectations and provides further challenge to those aiming to achieve top grades.

## Annex 3: EU Priorities

### The European Union Investment Strategic Framework (EUSIF)

Between 2014 and 2020 LEPs in England are responsible for designing and delivering strategies on how best to use the Structural and Cohesion Funds (comprising European Regional Development Funds (ERDF), European Social Funds (ESF) and Cohesion funds (CF)) - the EU's mechanism for supporting social and economic restructuring.

The skills development programmes will be delivered via the EUSIF Strategy, supporting the delivery of the key actions identified in the Strategic Economic Plan for skills, employability and innovation.

To deliver the European Programme match-funding is required the majority of which will come from three opt-in partners (Skills Funding Agency (SFA) / Department of Work and Pensions (DWP) / Big Lottery).

The notional allocation for Stoke-on-Trent and Staffordshire LEP to deliver its European Structural and Investment Funds (ESIF) Strategy, which must be spent in line with a set of overarching priorities set out in the EU regulations, is approximately £141 million. Of this, £55m is focused on Skills, Employment and Social Inclusion.

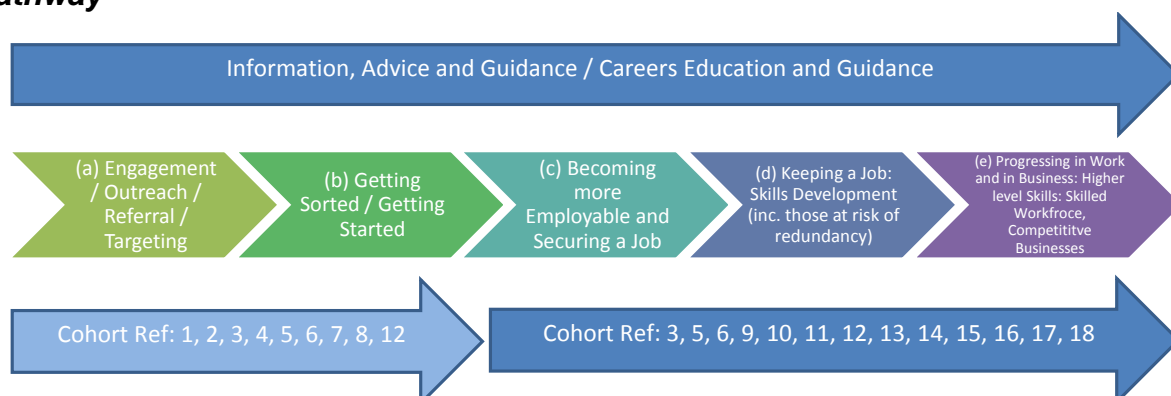
In addition, there is £27 million of investment **ERDF and ESF** funding to be spent on interventions within the Stoke-on-Trent and Staffordshire LEP transition area. This funding is part of the Greater Birmingham and Solihull (GBS) LEP allocation, and will be administered by GBSLEP in partnership with the Stoke-on-Trent and Staffordshire LEP.

The programmes delivered through the EU Investment Strategy will support the customer journey through an **Employment, Skills and Enterprise Pathway** (See Figure 2) **which moves people back into work and helps them progress in work with Careers Information and Information Advice and Guidance support throughout the journey.**

This approach for the Education Trust is centred around supporting people in the early steps they take into work and social inclusion, feeding into work readiness and employability skills and then on the path from employability to employment, higher level skills and career progression.

The **Big Lottery** Programme has its strengths in the early steps which people take – in initial engagement, working with people to address barriers they face, and in activities focused around social inclusion. This then feeds into **DWP** programmes around work readiness, which leads to addressing skills gaps on the individual level. As the pathway continues, the **SFA** activity comes in, working through Adult and Community Learning as well as the creation of an Advanced Manufacturing Skills Hub, addressing several areas of skills development at all levels and careers guidance. ESIF funding is the anchor that will enable better and more joined up working between these partners, allowing each individual learner's journey to be tailored to their personal circumstances.

**Figure 2 - Stoke-on-Trent and Staffordshire Employment, Skills and Enterprise Pathway**



### ESF Target Beneficiaries

1.15-19 NEET	2.NEET 19-24	3.Unemployed less than 6 months, claiming JSA or ESA	4. Unemployed less than 6 months, aged 25+ but not claiming JSA or ESA
5.Unemployed, workless, aged 55+	6 Unemployed more than 6 months, aged 25+, claiming JSA/ ESA	7. Care Leavers	8. YOS
9. Employed but with functional skills needs	10. Employed but with skills requirements to progress career	11. Employed but with skills requirements to transfer to new job within existing company	12. Employed at risk of redundancy
13. Employed but need to enhance skills portfolio- multi skilled	14. Employed less than 16 hours	15. Self-employed	16. Hard to reach groups with multiple barriers
17. Higher level skills - enterprise	18. Higher level skills employability		

For the purposes of understanding the skills requirements in Stoke-on-Trent and Staffordshire, the key issues for the target beneficiary cohorts are highlighted below against the stages of the pathway<sup>10</sup>:

#### (a) Engagement / outreach / referral / targeting

- There are high rates of worklessness in the north of the SSLEP area (particularly in Stoke-on-Trent), and areas of unemployment in urban areas to the south of the county as well as in Newcastle-under-Lyme.
- The youth unemployment rate in Stoke-on-Trent is above the national average, and pockets exist within the county.
- Some groups in Stoke-on-Trent face particular multiple barriers, such as heritage, age and place of residence.
- A clear need exists in Staffordshire to support young people with care responsibilities.
- High levels of disability exist across many areas of Stoke-on-Trent and Staffordshire.

<sup>10</sup> Further details available in the ESIF Commissioning Plan Needs Assessment

- Stoke-on-Trent has a high rate of young people who are at risk of becoming NEET and Staffordshire again has areas where this is a particular issue.
- There are high levels of benefit claimants, particularly Employment and Support Allowance (ESA) in Stoke-on-Trent and North Staffordshire.

**(b) Getting sorted / getting started**

- Basic skills attainment (at Key Stage 4) is an issue, particularly in Stoke-on-Trent – there are clear requirements for innovative programmes to support and motivate young people with few qualifications across the SSLEP area.
- At Key Stage 5 / Level 3, again there are issues for both Staffordshire and Stoke-on-Trent in terms of attainment.
- Progression onwards into higher education is below the national average, and more so in Stoke-on-Trent.

**(c) Becoming more employable and securing a job**

- Apprenticeship starts have fallen year-on-year, and are heavily weighted on the 16-24 age group. Apprenticeships being taken also do not always match the key sectoral growth aims of SSLEP.
- Individuals with no qualifications face seriously impacted employability, and there are areas within Stoke-on-Trent and the county where this is a significant issue.
- ‘Softer’ skills like team working and communications are vital for some of the LEP’s key sectors.
- Enterprise rates in Stoke-on-Trent and the county are low.
- There are some gaps in provision for those who are employed but require additional skills to progress their career or move to different jobs within their employer’s company.

**(d) Keeping a job: Skills development (including those at risk of redundancy)**

- Some of our key sectors have a high rate of churn or struggle with staff retention.

**(e) Progressing in work and in business: Higher level skills – skilled workforce, competitive businesses**

- The proportion of the working age population qualified to National Vocational Qualification (NVQ) Level 4 or above in both Stoke-on-Trent and Staffordshire areas being below the national average.
- Some of the key sectoral growth areas of the LEP will see a rising demand for higher level skills, with Leadership Skills in particular.
- Inward investment requires a mass of higher level skills.

The five **Strategic Investment Areas** that have been identified in the EUSIF for investment are:

### **1. Skills for Employment**

- To improve employability skills across the Stoke-on-Trent & Staffordshire labour market with a particular focus on the unemployed, NEETs, school leavers, graduates and vulnerable groups.
- To deliver programmes that support local communities and disadvantaged groups to deliver local employability training solutions to engage disadvantaged learners (broad employability programmes, delivered by local networks with a focus towards building stronger local communities).

### **2. Skills to Support Growth, Innovation and Enterprise**

- Ensuring that the Stoke-on-Trent and Staffordshire labour market has the appropriate skills to meet the needs of existing and emerging priority sectors and technologies and to drive enterprise, including retaining and attracting graduates and ensuring that existing employees / residents are given the chance to up-skill and re-skill. Focus on building upon existing, strong linkages between employers, sector organisations and education institutions to identify future skills needs and ensure suitable provision.
- Support for local communities and Voluntary, Community & Social Enterprise (VCSE) organisations to develop social enterprise and investment projects.

### **3. Vocational Routes to Employment**

- Working with education providers and employers to support the development and implementation of vocational routes into employment, in particular actions to support the coherent delivery of vocational training activities, placements and apprenticeships across the area.
- To deliver programmes to develop employability skills and job outcomes – programmes aimed at people who are “close to the labour market” i.e. training that will get someone into a job.
- To deliver programmes that help to develop better links between the education and business sectors.

### **4. Access to Employment**

- Efforts to improve employability across the Stoke-on-Trent and Staffordshire labour market, with a particular focus on the unemployed, people not in education, employment or training (NEET) and vulnerable groups. Ensuring that residents are signposted to routes to employment and have support in accessing these (for example, brokerage).
- To deliver programmes that address access to employment issues for Stoke-on-Trent & Staffordshire residents. Barriers to employment come in various and

multiple guises, and include soft and basic key skills, language, childcare and transport issues.

## 5. Promoting Social Inclusion among Disadvantaged Groups

- The focus of this strand will be support for key disadvantaged groups and communities to improve social inclusion and employability, with a focus on areas of multiple deprivation and socially excluded groups.

### **Additional European Social Fund Programme – Additional to Opt-Ins**

One additional programme, **Skills for Growth**, will focus on stimulating and addressing demand for workforce development amongst Small and Medium-sized Enterprises (SMEs), and will see to foster a culture of workforce development, including the promotion of apprenticeships, across the LEP area.

This programme places an emphasis upon identifying and meeting the specific needs of SMEs, including the development and delivery of customised training to support their growth and development. The programme of support will therefore meet a variety of workforce development needs including across a range of functional areas with a range of training subjects, content and level.





Local Members' Interest
N/A

**Prosperous Staffordshire Select Committee**

**Monday 12<sup>th</sup> October, 2015 10:00 am  
Libraries in a Connected Staffordshire (part 5)**

**Recommendation/s**

1. To consider and comment on the proposed realigned model for Staffordshire's Mobile and Travelling Library Service, set out in this report; which will shape and influence the future service to ensure that it continues to prioritise the people in greatest need.

**Report of Ben Adams, Cabinet Member for Learning and Skills**

**Summary**

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

2. To consider the results of the public consultation and how this has informed the proposals for the future of Staffordshire's Mobile and Travelling Library Service
3. To comment upon the realigned proposed routes for Staffordshire's Mobile and Travelling Library Service that have been revised following the public consultation.
4. The Library Service welcomes comments from the Prosperous Staffordshire Select Committee which will inform the proposals which will be considered by Cabinet on 21<sup>st</sup> October 2015.

# Report

## Report Summary

5. To summarise the results of the public and collective consultation and to outline a proposed future model for Staffordshire's Mobile and Travelling Library Service.

## Background

6. The purpose of the report is to update the Select Committee on work that has taken place to adapt and reposition the mobile and travelling library service following the Prosperous Staffordshire Select Committee meeting on 1 June 2015 and Cabinet on 17 June 2015.
7. Initial proposals for the Mobile and Travelling Library Service were developed following an analysis of use, financial performance and six principles that aim to ensure people with the greatest need continue to have access to mobile or travelling services.
8. Permission to consult on these proposals was agreed by Cabinet in June 2015.
9. Public consultation upon these proposals took place between 1 July and 2 September 2015 to gain additional information and insight from Staffordshire residents and key stakeholders.
10. Staff and trade union representatives have also been engaged. This has informed the final proposals which are detailed in this report.
11. As outlined in Achieving Excellence – Libraries in a Connected Staffordshire: Part, Part 2, Part 3 and Part 4 (see previously published papers) the way that people access information and reading, and the way they socialise and interact with each other and with organisations continues to evolve in the digital age.
12. To meet these challenges, since 2008 Staffordshire Library Service has changed the way it operates, and has delivered £1.1 million of savings without building closures or reductions to opening hours through:
  - Reducing management and support services;
  - Introducing self-service; and
  - Reducing expenditure on CDs & DVDs.

A review of the static library service will deliver £1.325 million in savings by April 2017 as part of the Council's Medium Term Financial Strategy (MTFS).

13. A further saving of £350,000 to the annual budget for the Mobile and Travelling Library Service will be realised if the proposals within this paper are agreed as part of the 2015-2018 MTFS review.
14. The Public Libraries and Museums Act 1964 gives the County Council a statutory duty to provide “a comprehensive and efficient library service”. The Council is also required to ensure that facilities are available for the borrowing of or reference to books, other printed materials, recorded music and films, of sufficient number, range and quality to meet the requirements of adults and children in the County Council’s area. The Council must also encourage adults and children to make full use of library services, and lend books and other printed materials free of charge to those who live, work or study in the area.
15. Within Staffordshire the Mobile and Travelling Library Service is part of the county council’s statutory provision and is managed and delivered by Staffordshire Libraries and Arts service.
16. The recent analysis of use has demonstrated that a small percentage of the Staffordshire population are members of the Mobile and Travelling Library Service. During 2014/15:
- There were 11,305 members (1.32% of the population).
  - 4,805 members borrowed from the service (0.56% of the population).
  - Mobile and travelling libraries generated 7.3% of Staffordshire’s issues.
17. In 2014/15 there were 96,360 visits to Staffordshire Mobile and Travelling libraries. This is 2.7% of total visits to all Staffordshire Libraries (mobile, travelling and static libraries combined).
18. As with static libraries, use of Mobile and Travelling libraries has fallen consistently over a 10 year period and visits have declined by 15%, during the last 4 years.

<b>Mobile and Travelling Library Usage</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>
Visits	113,315	113,431	101,794	103,056	96,260
Issues	360,873	355,517	280,690	218,969	227,466
Total Members	16,472	15,165	13,941	12,678	11,305
Active Borrowers	7,755	7,188	7,125	5,523	4,805
Computer Bookings	723	610	359	202	689
Number of computers	6	4	4	2	2

Summer Reading Challenge - Children Starting	355	435	422	393	439
Summer Reading Challenge - Children Completing	182	273	245	259	247

19. Mobile libraries reach into 350\* communities, making over 800\* individual stops. Details of current stops can be found in Appendix 1.

\*figures from 2013/14

20. Currently, the mobile library fleet consists of two larger travelling libraries and six standard mobile libraries, with an additional 'relief' mobile library which is used if one of the vehicles is being serviced or breaks down.
21. The travelling libraries serve larger communities with a regular weekly timetable; they provide these communities with access to at least one day of service per week.
22. The standard mobile libraries predominantly provide shorter visits on a three-weekly timetable, mainly serving smaller, communities, although some larger communities do have a weekly service from standard mobile libraries.

## Costs

23. The Mobile & Travelling Library Service costs £652,303 per year to run which includes £39,981 of management time and training costs. It costs almost £7<sup>1</sup> to visit a mobile library compared to approximately £2.26<sup>2</sup> to visit a static library. A full breakdown of costs are listed below:

<b>Mobile and Travelling Library Service</b>	<b>Budget 2015/16</b>
Staff costs: salaries and on costs of drivers, relief drivers, casual staff and library assistants	£352,420
Vehicle costs: lease, fuel, repairs & maintenance, software licences etc.	£234,991
Management & training	£39,981
Book stock: annual additions to stock	£24,910
<b>Total:</b>	<b>£652,303</b>

24. The County Council agreed as part of the MTFs 2015-18 to review the Mobile & Travelling Library Service and explore options to reduce the annual budget by £350,000. From the various options that have been

<sup>1</sup> This is an internally produced cost figure used to show the difference between the Mobile & Travelling Library Service and static libraries. The cost per visit for Staffordshire Libraries (which includes static and mobile libraries) as published in CIPFA 2013 /14 was £2.66.

<sup>2</sup> See above

explored it is considered that the £350,000 saving will be delivered if these proposals are agreed.

25. The Mobile & Travelling Library Service is managed operationally by the Library Service District Managers and delivered by the mobile drivers/assistants. Mobile Libraries are single staffed and Travelling Libraries have two staff with 1 FTE Driver/Assistant and 1 FTE Library Assistant to cover the extended hours that the vehicle operates. A full time Transport Manager manages the fleet of vehicles.
26. If these proposals are accepted there will be a reduction of 5 vehicles required to deliver the service.
27. There will be one off costs associated with reducing this service if these proposals are accepted. The cost of terminating the vehicle leases early are detailed below:

Vehicle to remove	termination charge
FJ55 KVR	£31,871
DX53 VAH	£12,118
DX54 KCN	£14,504
FJ05 EKB	£19,688
FJ05 EKA	£20,883
Total termination cost	£99,064

28. Mobile and Travelling Library staff will experience changes in structure and job roles if these proposals are agreed. We propose that there will be a reduction of 9.28 FTE posts to deliver the reorganised offer. This proposal will be subject to consultation with staff and their Trade Union Representatives before specific impact and costs can be fully established.

## Principles

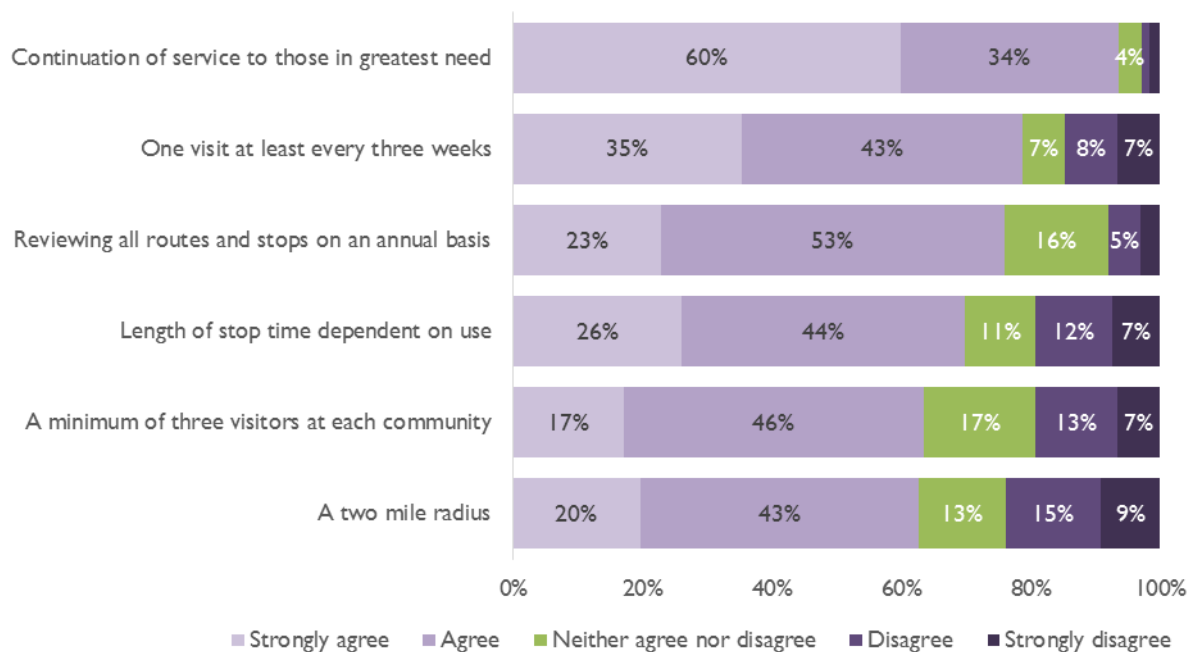
29. In addition to the analysis of usage and our engagement with staff, the following principles were developed and to ensure that the service continues to reach into areas of greatest need. These principles were debated and discussed by the Select Committee and will inform the future planning of mobile routes. We consulted upon these principles between 1 July and 2 September 2015:

1.	<p>Mobile and Travelling library stops will take account of the location of static libraries to ensure that duplication of service is not taking place.</p> <p>It is proposed that Mobile and Travelling Libraries will generally visit locations outside a 2 mile radius of a static library.</p> <p>However there could be exceptions identified through the public consultation that will need to be considered in the final proposals taking into account:</p> <ul style="list-style-type: none"> <li>a. The needs of areas of deprivation</li> <li>b. The needs of hard-to-reach groups</li> <li>c. How connected communities are in terms of access to transport to reach static libraries and accessibility to online services and information through Internet access</li> </ul>
2.	<p>Based on performance of the last three years, where a mobile or travelling library has received at least three visitors within a community, a mobile or travelling library service will continue.</p>
3.	<p>Each community identified as needing a mobile or travelling library service through this review will receive one mobile or travelling library visit at least once every 3 weeks. This will maximise access to the service across the county.</p>
4.	<p>The duration of the mobile or travelling library stops will be for a minimum of 15 minutes. Length of stop time will depend on the level of use at each stop.</p>
5.	<p>Continuation of service to those in greatest need is a priority.</p> <p>We will consider carefully how the needs of the vulnerable, the elderly and other protected groups can be met if there is a recommendation to change the service in their community.</p> <p>Alternative ways of ensuring service delivery will be explored during the consultation and recommended in the final proposals.</p>
6.	<p>All routes and stops will be reviewed on an annual basis.</p>

## Consultation

30. During March 2015 a first engagement phase was held with the 18.06 FTE Mobile & Travelling Library Service staff who given the opportunity to comment on the principles and also to share their aspirations and expectations of the Mobile & Travelling Library Service as it is remodelled.
31. The findings from this exercise contributed to the development of initial proposals which were then subject to formal public consultation between 1st July 2015 and 2<sup>nd</sup> September 2015.
32. We acknowledge that this committee recommended a 12 week consultation period this was not agreed by Cabinet. The proposed length of a consultation depends on a number of factors, including the number and make-up of people that a particular consultation is aimed at, how long it will take to promote, and an estimate of how long it will take for consultees to consider the proposals and respond.
33. Last year's libraries consultation was aimed at the entire Staffordshire population as it involved a proposed restructure of the whole library service and fundamental questions of what type of library service was needed in the county.
34. This consultation is aimed at the users of particular parts of the library service, and therefore should not be compared in scope to last year's 12 week process.
35. In addition to consulting on the principles and the detailed proposal as described in the Cabinet report: Libraries in a Connected County part 4, we also sought people's views regarding to alternative proposals or delivery methods which have been considered before final proposals were developed.
36. The public consultation process ensured that the public/residents of Staffordshire, individuals, key stakeholders, including elected members, District, Town and Parish Councils, Schools and the voluntary and community sector, Library users, Library staff and potential users of the whole service had the opportunity to consider and comment on the plans and offer alternative proposals or delivery methods before final proposals were developed.
37. The consultation approach undertaken was based on a multi-faceted consultation plan, targeting different groups of interest in different ways in order to secure maximum involvement. This approach has been successful, achieving a total of 1054 responses to the survey. This represents approximately 10% of all registered mobile and travelling users and over a quarter of active mobile and travelling library borrowers.

38. In addition over 400 people also engaged in organised public events and further feedback was received via letters, emails, social media and a petition.
39. A full summary and analysis of the public consultation can be found in Appendix 2.
40. By gender females were slightly over represented (78%) and males slightly underrepresented (22%) in the consultation responses. However the majority of active borrowers from mobile and travelling libraries are female (68%).
41. 84.5% of respondents were people over 60 and 32% of people who responded have a disability. This compares to 59.2% of active borrowers who are over 60 and 6% of active borrowers who have informed us they have a disability
42. The largest proportions of respondents were in agreement with each of the six principles. Agreement was the highest with the principle to continue to providing the service to those in greatest need (94%).
43. Figure 1 - Agreement/Disagreement with the principles:



44. Just over half of respondents (52%) indicated that it would make it more difficult for them to use the mobile and travelling library service if the proposed changes are agreed. Whilst 44% felt that the changes would make little or no difference to them and 4% said that the changes would make it easier to use the service.



45. 75% of respondents stated that they would continue to use the mobile and travelling library service and 12% of respondents said that they would use their nearest static library instead.
46. 58% of people with a disability felt that the proposals would compromise their ability to continue using the library service however a higher proportion of this group felt the proposals would make access easier for them compared to people who did not have a disability and respondents overall. The potential impact on people with disabilities and how we propose to mitigate this will be outlined in the Community Impact Assessment that will form part of the Cabinet paper.
47. In addition to the formal public consultation views were sought from the mobile and travelling library staff, recognising the thorough understanding our staff have of the communities they serve.
48. Staff were fully engaged in the process and have made valid suggestions which have influenced the final proposals. These include re instating a stop at Bradwell - including a separate stop at Handsacre and providing a service to Gnosall.
49. Findings from the consultation and staff engagement have fed into the Community Impact Assessment to ensure the council has a full understanding of the impact and how any negative impact can be mitigated to ensure we meet our public sector equalities duty.

### **Proposed changes to the Mobile & Travelling Library Service**

50. The stops that we are proposing to retain as outlined in Appendix x were initially selected by applying the principles described in paragraph 29 and taking into account:
  - Existing level of use
  - Distance from a static library
  - Index of multiple deprivation
  - Car ownership
  - Access to public transport
  - Current level of internet access and provision within a locality
51. Through the consultation some people expressed a preference for retaining multiple stops rather than the proposal for one longer stop and in some locations people suggested an alternative stop or alternative time.
52. The principle of having only one stop in a community enables us to maximise access to the service across the county. Where possible we

have identified a central location where the mobile can park for longer which should increase the visibility of the service. Where a central location is too far for people to walk we will seek to provide a home delivery service.

53. In all instances alternative stop and time suggestions have been considered and the proposed changes to routes as a result of the consultation can be found in Appendix 3.
54. Minor changes to proposed routes include:
- Alton – changed stop location to the church which will enable greater use by children.
  - Adbaston - stopping at the Bungalows instead of Marsh meadow as this is a more central location.
  - Dunston - swapping the time of Dunston and Acton Trussell to relieve school parking congestion at Dunston.
  - Kings Bromley – amended stop times to enable after school use. In order to accommodate this change the entire Mobile 2 Route 13 will run later.
  - Longsdon – Lower Sutherland Road moved to Mobile 1 route 14 which will save travel time.
  - Rushton School - changing the stop time to avoid school lunch time to enable children to use the service.
  - Wetley Rocks – stop time amended to take account of the Longsdon route change.
  - Whittington - changing the time will enable us to park at the village hall. This means that the entire Mobile 2 Route 12 will run later.
  - Woodseaves - Primary School swapped to Police House. The School no longer use the mobile & access is difficult. The Police House is a central location & will suit more customers
55. During the public consultation, a petition containing 17 signatures was submitted from Morningside mobile library users which had the support of the Parish Council and local borough councillors. There were further comments received through the consultation which supported retaining a stop at Morningside : *“I am 80 years of age and cannot walk very well so it would make it more difficult to get to the travelling library in Madeley”* and *“I will not be able to carry books from the Madeley Centre to my home”*
56. Taking into account the average age and number of people who use this stop, we propose that the Travelling Library stops at Morningside en route to Madeley (see Appendix 4).
57. A number of comments were received in relation to discontinuing the stop at Bradwell. *“I have no transport and would not be able to use the mobile if it does not stop at Bradwell”* and *“A lot of disabled people use the Bradwell and Porthill mobile library and we will all miss out”*.

58. The mobile library staff have identified the stop at Bradwell Methodist Church as a key location as it is used in conjunction with other local amenities such as shops, the community centre, church events and regular nursery visits.
59. Taking the comments relating to Bradwell into account we propose to stop at Bradwell and Wolstanton on a Thursday (see Appendix 4).
60. Several comments were made in relation to the combined stop to cover Armitage and Handsacre including *"I think basing the mobile in Armitage limits elderly and young people's use of the service"* and *"I have mobility issues and if you take our stop away I would not be able to use the library and I love to read"*
61. A letter was also received from Hayes Meadow School, Handsacre with 123 signatures from children supporting the following statement: *"The children of Hayes Meadow would like you to save our mobile library at all stops in Handsacre"*.
62. As a result of the comments received in relation to Armitage and Handsacre we propose to divide the allocated Travelling Library time on a Friday between the two communities (see Appendix 4).
63. Abbots Bromley Parish Council expressed a desire to keep 3 stops, 2 hours of service and for the mobile to be available for children after school. Despite the choice of The Crown as a central stop in the village, comments were made about the suitability of The Crown for a stop: *"The steep grass bank is difficult to walk down and really dangerous when wet"*.
64. We are unable to retain 3 stops in Abbots Bromley as this does not meet the principle of **one** mobile or travelling library visit at least once every 3 weeks. However we propose to relocate the stop to the Bagot Arms where an average 19.3 people use the stop and propose a later stop time to enable more children to use the service after school.
65. Gnosall Library currently occupies space in St Lawrence's C of E Academy and is open 10 hours per week. Gnosall also receives a 3 weekly mobile service of 85 minutes which we propose is discontinued.
66. The school is being rebuilt and there will no longer be space to accommodate the library. The last day Gnosall Library will be open to the public is Saturday 19 December. This will enable staff to clear the space during the week of 21 December and vacate the school building by 31 December.
67. As an interim measure, from 7 January 2016 we are proposing to provide a weekly 9 hours Travelling Library Service to Gnosall and we are currently investigating two locations where the vehicle can park between 9.30-1.30 and 2-7.

68. The final proposed routes can be found in Appendix 4 and an overview of the changes that are proposed as a result of the consultation are in Appendix 4.

## **Section 6 – Alternative methods of delivery**

69. As part of the consultation we explored:

- The potential to expand the current Home Reader Service, which gives individuals who are housebound the opportunity to have access to books and reading.
- Different ways of reshaping the service that will prioritise the people in greatest need.

70. Respondent's comments were largely focussed on how they would be affected by proposed changes as opposed to suggesting alternative methods of delivery.

71. During the libraries consultation 24 people told us that they would require a housebound service as a result of changes to proposals. We will follow up the contacts we have been given and will promote the availability of this service more widely.

72. Responses to the consultation included representatives 14 people representing residential homes and sheltered housing complexes. If the proposals are agreed we will contact residential homes/sheltered housing staff where there is a negative impact to investigate establishing deliveries via the Residential Homes Service.

## **Section 7 – Key Outcomes from the Consultation**

73. A frequent suggestion which was made through the consultation was for less frequent visits with the ability to borrow more books. There is already no restriction on the number of items that can be borrowed from any mobile or static library and for mobile and travelling libraries there is no overdue charge for items that are returned after their due date. Items can also be returned to any static Staffordshire library. We recognise the need to re-enforced this message to current and new customers.

74. The current loan period for Travelling Library items is 3 weeks. To coincide with the fortnightly Travelling Library timetable we propose that the loan period for Travelling Library issues is extended from the standard 3 week loan to a 4 week loan.

75. Current mobile routes are available on the libraries website <http://www.staffordshire.gov.uk/leisure/librariesnew/branchlibraries/mobilelibraries/home.aspx> However it was evident through the consultation that improved marketing is required to promote the availability of the mobile

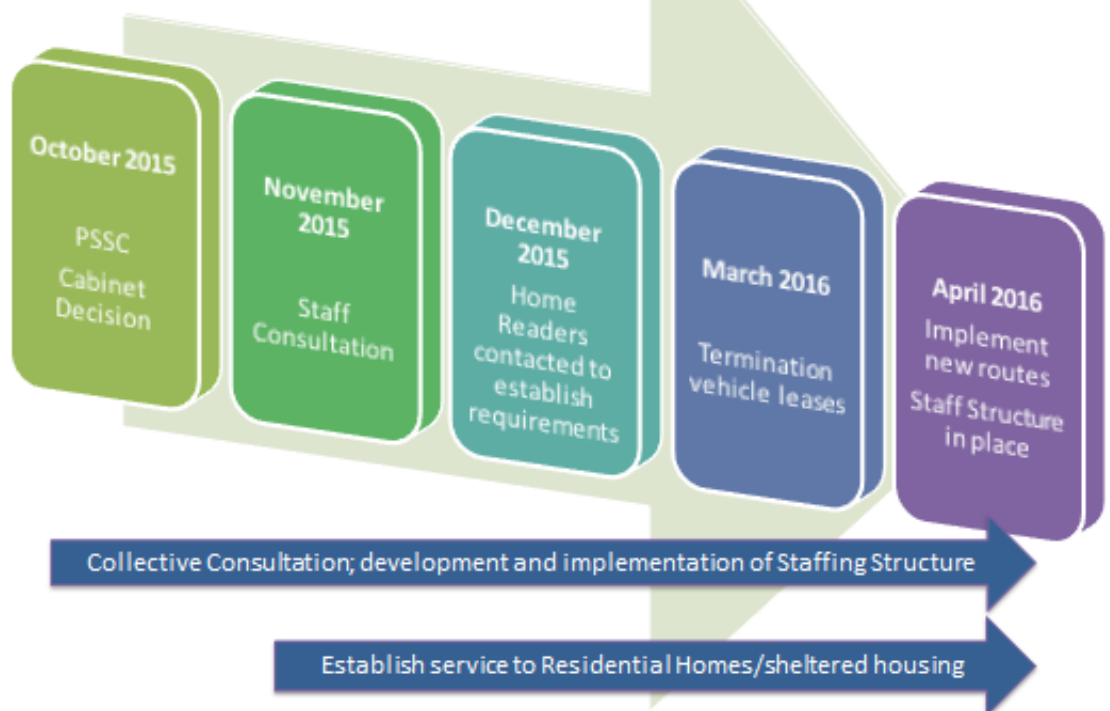
and travelling library service and as part of this we will investigate the introduction of e alerts to inform customers when the mobile is due.

### Next steps

76. Feedback and comments from this committee will inform the final proposals which will be considered by Cabinet on 21<sup>st</sup> October 2015.
77. We propose implementing changes to the service from April 2016.
78. If the recommendations in this report are agreed then it is anticipated that the mobile and travelling library review will realise the saving of £350,000 identified in the MTFS by April 2017.
79. Milestones, should the proposals be agreed are overleaf (figure 2).
80. Figure 2

## MILESTONES

Should the proposals be agreed;



**Link to Strategic Plan** – Libraries and Arts contribute to all of the County Council outcomes and sub-outcomes through improving and innovating the service to increase engagement and outcomes

**Community Impact** – A Community Impact Assessment has been completed to support the 21 October Cabinet report to ensure the council has a full understanding of the impact of final recommendations and how any negative impact can be mitigated to ensure we meet our public sector equalities duty.

**Contact Officer**

**Janene Cox**

**Job Title: Commissioner for Tourism and the Cultural County**

**Telephone No: 01785 278368**

**Email: [janene.cox@staffordshire.gov.uk](mailto:janene.cox@staffordshire.gov.uk)**

**Appendices/Background papers**

Appendix 1 – Current Routes

Appendix 2 - Mobile & Travelling Libraries Public Consultation 2015 – analysis of results

Appendix 3 – Proposed Realigned Routes

Appendix 4 – Changes to routes as a result of the Consultation

## TRAVELLING LIBRARY STOPS

### T1

Day	Library	Location	Times	Hours Open
Monday	Wolstanton	Potters Wheel Public House	9:30 - 19:30	10:00
Tuesday	Madeley	The Madeley Centre	9:30 - 19:30	10:00
Wednesday	Wolstanton	Bradwell Methodist Church *	9:30 - 19:30	10:00
Thursday	Rolleston	Rolleston Club	9:30 - 18:45	09:15
Friday	Stretton	St Mary's Church Car Park	10:00 - 17:00	07:00
Saturday	Stretton	St Mary's Church Car Park	09:30 - 12:30	03:00

### T2

Day	Library	Location	Times	Hours Open
Monday	Tutbury	Duke Street Car Park	10:00 - 19:00	09:00
Tuesday (am)	Barlaston	The Plume of Feathers	09:30 - 13:30	04:00
Tuesday (pm)	Barlaston	Village Hall	14:00 - 19:30	05:30
Wednesday	Wolstanton	Bradwell Methodist Church *	9:30 - 19:30	10:00
Thursday	Wolstanton	Wolstanton Working Men's Club	9:30 - 17:00	07:30
Friday (am)	Barlaston	The Plume of Feathers	09:30 - 13:30	04:00
Friday (pm)	Barlaston	Village Hall	14:00 - 19:30	05:30
Saturday	Wolstanton	Marsh Hall Community Centre	09:30 - 13:00	03:30

\* The Bradwell Methodist Church stop is shared between T1 and T2, each visiting on alternate Wednesdays





# Mobile and Travelling Libraries Consultation 2015 Analysis of Results

## DOCUMENT DETAILS

---

Title	Mobile and Travelling Libraries Consultation 2015 Analysis of Results
Description	The purpose of this document is to provide details of the feedback from the Mobile and Travelling Libraries Consultation.
Date created	September 2015
Produced by	Insight, Planning & Performance Team, Staffordshire County Council
Time Period	July-September 2015
Usage statement	If you wish to reproduce this document either in whole, or in part, please acknowledge the source and the author (s).
Copyright and disclaimer	<p>This product is the property of Staffordshire County Council. If you wish to reproduce this document either in whole, or in part, please acknowledge the source and the author(s).</p> <p>Staffordshire County Council, while believing the information in this publication to be correct, does not guarantee its accuracy nor does the County Council accept any liability for any direct or indirect loss or damage or other consequences, however arising from the use of such information supplied.</p>

## CONTENTS

---

1.	Executive Summary	4
2.1	Introduction	6
2.2	Methodology	6
2.3	Responses	6
2.4	Profile Of Respondents	7
3.	Usage Of Mobile/Travelling Libraries	8
4.	Views On The Future Principles	10
5.	Appendix I: About You	18

## 1. EXECUTIVE SUMMARY

---

The mobile/travelling libraries consultation ran over nine weeks between 1st July to 2nd September 2015. There were 1054 survey responses, which was statistically robust, and further feedback was received through drop-in sessions, staff consultation, letters, emails and other sources.

### Impact on ability to access the service

While the largest proportion of respondents were in agreement with each of the six principles posed when considering the impact of the proposed changes on their ability to access the service, over half (52%) felt it would be more difficult for them to use the services, while 44% felt that the changes would make little or no difference to them, just 4% said that the changes would actually make it easier for them to use the service.

The majority of concerns raised by respondents tended to focus on how they would be personally affected and were more specific to a single stop or route rather than the overarching principles. However, it was generally common for these respondents to feel that the proposed new times and locations would be inconvenient for them and/or would limit their access.

Whilst few service users said that the changes would make it easier for them to access the service, those that did tended to say the service would be nearer to where they lived, the new times/dates were better for them or the service would be guaranteed or available for a longer period of time.

### Suggestions for change or improvement

Some common suggestions for improvement were cited which, although submitted about a specific route or stop, are applicable more widely. For example, it was felt that standardised changes to service frequency every week or every two weeks, rather than every three weeks would make it easier for people to remember when the library was due to visit. If visits must be less frequent, perhaps monthly would be more appropriate and memorable and could these be accompanied by longer loans and the ability to borrow more books at any one time?

Many respondents also felt that the number of stops and the location of stops should be further reviewed to ensure that they would be accessible for all those who want to use them.

Raising awareness of the home delivery visits so that elderly people could use this service, would ensure that older people don't miss out on the service they currently receive. It was also felt that there should be an ongoing general commitment to communicate with service users and potential new service users.

### Impact on future use of services

Despite some concerns when considering how these proposals would impact on their future use of the library service, 75% of respondents stated that they would continue to use the service. While 12% said they would use their nearest static library instead. One fifth (21%) said that the proposals would affect them and they would stop using the mobile/ travelling libraries service altogether.

### **Safeguarding services for those with greatest need**

Whilst a variety of viewpoints were expressed, the largest proportion of respondents, (52%) were satisfied that the council's proposals would safeguard services for those with greatest need. 30% of respondents were dissatisfied and did not feel that the proposals would safeguard those people with the greatest needs whilst 13% returned a neutral response.

Comments which underpinned these views included not only concern for increasing levels of isolation for the current older and less mobile population living in rural communities, but also considered the future of the younger generation, and how these changes may impact on their lives as they become older and less able. Concerns were also raised about restrictions to access for some school children where timetable changes or stop removals were proposed.

## 2.1 INTRODUCTION

---

In February 2015, following a public consultation, Staffordshire County Council agreed a new model for static libraries that would safeguard them for the future and be more flexible to what local communities wanted and needed. At this time, Staffordshire County Council had not sought views on its Mobile and Travelling Library Service.

Since then, the County Council has developed proposals for its future Mobile/Travelling Library service and has sought feedback from service users and other interested parties about these and whether they will safeguard services for those people with the greatest need in the future.

Paramount to the proposals is the need to ensure that the service remains sustainable, affordable and complements the service provided by static libraries in the future.

This report contains the details of the feedback provided by service users and interested parties on the proposals, as well as residents views on any likely impacts which would occur as a result of the changes. These views will be considered by Cabinet and taken into account as part of the decision making process.

## 2.2 METHODOLOGY

---

The consultation ran over nine weeks between 1st July to 2nd September 2015, with residents and other stakeholders encouraged to share their views through a survey, by email and letter and at drop-in sessions across the County.

The consultation was widely publicised including:

- Three proactive media releases produced 44 separate pieces of coverage covering the most important and effective district based media and hyperlocals.
- 30 social media messages were sent, reaching 14,949 and leading to direct engagement with 135 people. Social media was particularly successful when targeted at local online advocates, increasing penetration and engagement in the last few weeks of the consultation.
- Targeted email to over 4,500 young people
- Inclusion in three Chief Exec and Leader blogs
- On the ground communication facilitated through staff
- Three rounds of communication to 10 major stakeholder groups to introduce and explain proposals, updating and encouraging participation.

## 2.3 RESPONSES

---

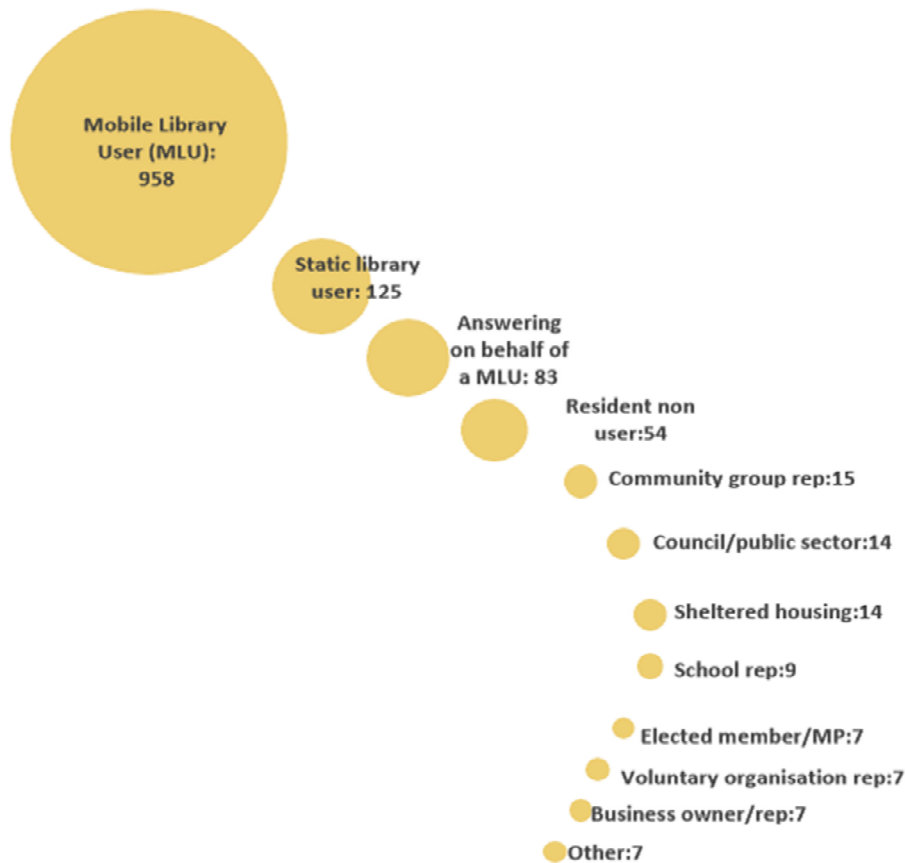
A total of 1054 responses were received to the consultation through the survey. Of these, 1041 were a Mobile/Travelling Library user or were responding on behalf of a user of a Mobile/Travelling library. This represents over one quarter (22%) of all registered Mobile/Travelling Library users and means the survey responses for service users are statistically representative at the 99% confidence level. This means that if the surveys were repeated, in 99 out of 100 cases, the same response would be achieved. Service user responses have a confidence interval of +/- 3%, meaning that their percentage response given to any question could fall up to 3% higher or 3% lower than their actual response. A confidence interval of +/-3-4% is fairly typical for a robust survey.

A further 438 individuals engaged with the consultation process through a range of different medias; 402 through drop-in sessions, 13 parents through an under 16 focus group, 17 emails and 4 letter, 1 petition and 1 other.

## 2.4 PROFILE OF RESPONDENTS

Participants were invited to indicate in what capacity they were responding to the consultation. Multiple options were available and respondents were invited to select all those which were relevant to them. The majority of respondents (91% or 958 respondents) identified that they were users of Mobile/ Travelling Libraries with a further 12% (125 respondents) identifying themselves as a user of one of the County's static libraries. 8% (83 respondents) were sharing their views on behalf of a user of Mobile/ Travelling Libraries. The capacity in which all users were responding is outlined below.

**Figure 2.1: Capacity in which participants responded to the survey**



- ⇒ By gender, females were slightly over represented (78%) and males slightly under represented (22%) in the consultation responses. This is not surprising considering that the majority of active borrowers from mobile libraries are female (68%). Survey responses by gender do however fall slightly outside the acceptable range of representation.
- ⇒ The proportion of those responding who were aged 60 and above were overrepresented in the results when compared to all active borrowers from mobile libraries. This is also to be expected considering they are a group who have expressed concern about how they will access services in the future. Those aged 16-59 were representative of the active borrowers from mobile libraries population.
- ⇒ One third of respondents (32%) had a disability. Whilst this is significantly higher than the proportion of Staffordshire residents who have a disability which affects them on a daily basis (19.2%), it is likely to be more reflective of the active borrower population, of which over half (52%) are over the age of 60.
- ⇒ Responses were received from all Staffordshire districts. The highest response was from East Staffordshire where 241 responses were received and the lowest was from Cannock which returned a response of 49. Whilst the survey results cannot be considered statistically robust at the district level, it is commendable that responses have been returned from all districts across the county.

### 3. USAGE OF MOBILE/TRAVELLING LIBRARIES

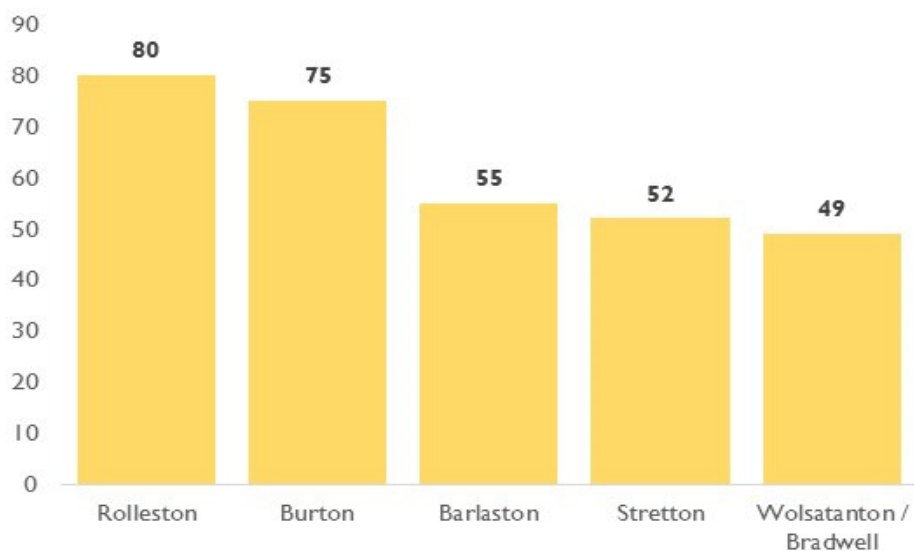
#### 3.1 Overall frequency of use

The vast majority of survey respondents indicated that they had used a mobile/travelling libraries in the last 12 months. (96%). Just 4% said they had not used them within this time period. It must be noted that with such small numbers of non-users, it will not be appropriate or meaningful to compare differences in opinions of users to non-users across the key survey questions within this report.

#### 3.2 Locations used most frequently

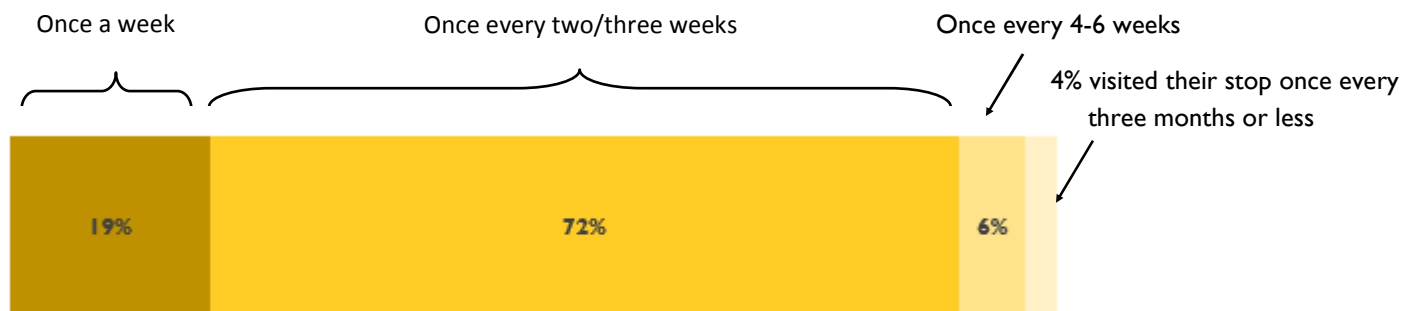
191 towns/villages were identified as being used as stops for mobile/travelling libraries. Ten or more identified each of the following as ones which they used frequently: Rolleston, Burton, Barlaston, Stretton, Wolstanton/Bradwell, Alrewas, Madeley, Tutbury, Bradwell, Tamworth, Abbots Bromley, Fazeley, Branston, Rugeley, Whittington, Cannock, Stafford, Yoxall, Armitage, Dosthill, Stonnall, Handsacre and Wheaton Aston. The five locations identified in the graphic below were those stops which were used most frequently by respondents.

**Figure 3.1: Locations where mobile/travelling library stops were used most frequently by respondents (No. of respondents using stops)**



#### 3.3 Frequency of visits

It was most common for respondents to state that they visited their preferred stop once every two to three weeks with nearly three quarters (72%) saying this in their survey responses.





### **3.4 Who are the visits for/on behalf of?**

Users of the Mobile/Travelling Libraries were invited to identify whether they were using them for themselves, for others or for multiple reasons. The majority did visit them to pick up books for themselves (94%). One quarter (23%) also used them to pick up books for another member of their household. 12% used them to pick up books for children in their household and 5% did so on behalf of a neighbour. Under 1% indicated that they picked up books for someone else. These tended to include picking up books on behalf of “relatives” some of whom were housebound, undertaking collections on behalf of a “reading group” and collecting books for children to read at “local nurseries”.

### **3.5 The value of mobile library services**

Book related services were felt to be most valuable. 98% of service users confirmed that the core function of borrowing a book was valued the most. Other core functions which were highly valued included being able to return a book (86%) and renew a book (74%). Other services were still valued by a minority of service users but not universally. One fifth did appreciate the opportunity to meet people (20%) which the service provided. 11% valued the access to information and 3% valued the ability to use a computer.

25 respondents also identified other things which they valued in the service provision. Most responses were very much individual in their nature and these tended to include an appreciation of the audio books, tapes and CD service as well as the opportunity to discuss new authors with staff.

### **3.6 Non users of mobile/travelling libraries**

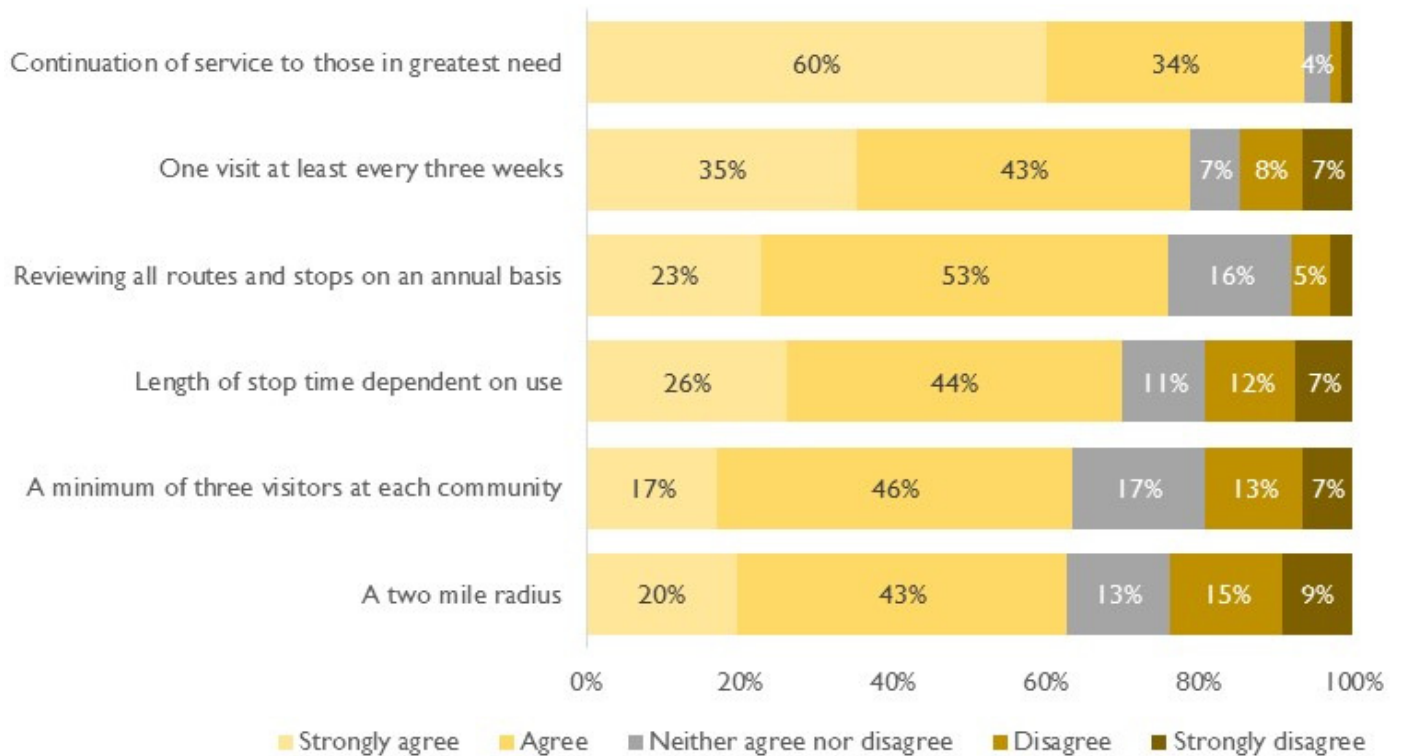
4% of survey respondents indicated in their responses that they had not used the services of the Mobile/Travelling Libraries at any time during the previous 12 months. The reasons for non use were somewhat varied and generally individual in their nature. These included not knowing where the library stops were, being unable to get to a library stop at the allocated times e.g. due to working and finding the selection too limited/preferring to read books which are not generally available in the libraries stock.

## 4. VIEWS ON THE FUTURE PRINCIPLES

### 4.1 Agreement/disagreement with the principles

The largest proportion of respondents were in agreement with each of the six principles. Agreement was highest with the principle to continue providing the service to those in greatest need (94% agreed with this). Whilst agreement was lowest in relation to the two mile radius, over three fifths (63%) did still agree with this.

Figure 4.1: Levels of agreement/disagreement with the future principles (%)



### 4.2 Impact of the proposed changes

Respondents were encouraged to think about how they would be impacted by the proposed changes. Just over half (52%) indicated that it would make it more difficult for them to use the services. 44% felt that the changes would make little or no difference to them and 4% said that the changes would actually make it easier for them to use the service.

As would be expected, a larger proportion of respondents who stipulated that they did not have access to a car felt the proposals would make things more difficult compared to those who had a car and were able to drive. Equally, those who used the service less frequently than most (once every 3 months or less often) felt more strongly that the proposals would not make any difference to their ability to access the service and just under a quarter(24%) felt it would make it more difficult, compared to 54% of those who use the service more frequently.

Interestingly, while the majority(58%) of those who considered themselves to have a disability felt that the proposals would compromise their ability to continue using the library service, a higher proportion of this group felt the proposals would make access easier for them compared to those who did not have a disability and respondents overall.

A higher proportion of the 16-59 age group stated that they felt the proposals would make it more difficult for them to use the service compared to the over 60 group and the respondent group as a whole, as illustrated in figure 4.2 below:

Figure 4.2: How the proposed changes would impact on ability to use the service by age

	All respondents	Under 60	Over 60
Make it easier for me to use the service	4%	3%	4%
Make it more difficult for me to use the service	53%	66%	49%
Make little or no difference to me overall	44%	31%	47%

Respondents who said that the changes would make it more difficult for them to use the service commented on the reasons for their answers. It was generally common for these respondents to feel that the proposed new times and locations would be inconvenient for them and/or would limit their access.

For example: *“At the moment I can walk to Bradwell Methodist Church but I cannot walk as far as Wolstanton”* and *“I cannot get there in the mornings which is the new proposed time”* and *“I can’t borrow books for holidays as I won’t be able to return them in time”*. Where the proposed changes involved a change to the service frequency, some respondents did say that they would *“find it difficult to remember which week”* their mobile/travelling library would be visiting them. Others felt that the reduction in service would impact upon their ability to access the service regularly for example, *“the library will come only one day every fortnight so if you have any appointments on that day you will miss the stops and have to wait another two weeks”* and the stopping times are reducing therefore I will have *“less access to the library”*.

Those who felt that there would be no change to them commented that the distance they would need to travel under the proposed changes was *“similar”* to the distance which they already travel. Furthermore, the library would still be within *“easy walking distance”*.

Whilst few service users said that the changes would make it easier for them to access the service, those that did tended to say the service would be nearer to where they lived, the new times/dates were better for them or the service would be guaranteed or available for a longer period of time.

In their comments, respondents mainly focused on how they would personally be affected by changes to the service. Comments on *“the removal of services”* were frequent and this was considered to be a *“great shame.”* Future accessibility was considered to be a likely issue, for example *“I am 75 and have osteoporosis and it is difficult to walk to the Crown Inn. I prefer Lichfield Road stop”* and *“I disagree with you not stopping in Hilderstone, there are a lot of older residents that don't drive and cannot get to Oaktree Farm as this is long way out of the village”*. Some respondents did comment specifically on one or more of the principles. Whilst these were generally more individual in their nature, the comments raised do however provide some useful feedback for consideration.

#### **A two mile radius:**

- *“Some people may be within two miles of a library but have no transport”.*
- *“Need, not miles, should be the major consideration in my opinion!”*

#### **A minimum of three visitors at each community:**

- *“Should be more than three people per visit”.*
- *“Three visitors too many, one person is important”*

### One visit at least every three weeks:

- “Travelling libraries need to be weekly. They are pre-dominantly used to borrow and return books, and it would be too difficult to do so on a bi-weekly basis. Should the return week be missed for any reason (e.g. holiday, sickness, van breakdown, public holidays, forgetting etc.) it would make the return late”.
- “Most of the residents of the villages receiving travelling libraries are mostly made up of elderly residents with no internet access and who would find it difficult to go elsewhere. This amount of books would be far too heavy for me - I have had two heart attacks and a stroke”.
- “Would it be possible to consider a longer gap between visits but the facility to borrow more books at one time to keep the facility coming to our village”.
- “Visits should be every two weeks minimum. Three week intervals are really difficult to remember and any longer is much too long for most users”.

### Length of stop time dependent on use with a minimum of 15 minutes:

- “Is a 15 minute stop sufficient time to cope with the borrowers who may visit?”
- “I think the 15 minute stop will not be enough time for the elderly to comfortably choose a book”.
- “30 minutes would be more acceptable”.
- “It will effect my ability to use the internet” .
- “In some weather or traffic conditions the service could not be guaranteed and customers might not arrive on time”.

### Continuation of service to those in greatest need:

- “Define greatest need”.
- “You say that a mobile library is essential in deprived areas, I don't mean to sound bias but do people in deprived areas use libraries of any type?”
- “How do you measure who is in greatest need?”

### Reviewing all routes and stops on an annual basis:

- “The routes should be reviewed after 6 months”.
- “I am not sure if reviewing the routes and stops every year would benefit the customer if timings and stops were continually changed. Consistency is needed to encourage use of the service”.
- “Yearly review is unsettling and confusing”.

## 4.3 The impact of the proposed changes on future library usage

The majority of participants said that their library usage would be unaffected by the proposed changes. While 12% said they would use their nearest static library instead.

## “75% would continue to use the mobile/travelling libraries”

One fifth (21%) said that the proposals would affect them and they would stop using the mobile/ travelling libraries service altogether and figure 4.3 below shows how this group have higher proportions of respondents with disabilities and who do not have access to a car than the respondent group as a whole.

### 4.4 Ideas and suggestions for reducing or avoiding difficulties

Figure 4.3: Characteristics of those who would stop using the service

	% of those who would stop using the service	% of all respondents
Under 60	18%	15%
Over 60	80%	85%
With disability	44%	32%
No car	33%	27%

Respondents did express their concerns about being impacted by changes to their Mobile/Travelling Library Service. Many also provided suggestions as to how any difficulties could be reduced or avoided.

It was common for respondents to show concern about the revised times/dates/locations and frequency of service which they would receive should the proposals be implemented.

Whilst their actual comments were very much individual and relevant to their own circumstances and where they lived, there were some common suggestions for improvement which are applicable more widely. For example, it was felt that standardised changes to service frequency for example every week or every two weeks and not every three weeks would make it easier for people to remember when the library was due to visit. If visits must be less frequent, perhaps monthly would be more appropriate and memorable. If visits were less frequent, could these be accompanied by longer loans and the ability to borrow more books at any one time?

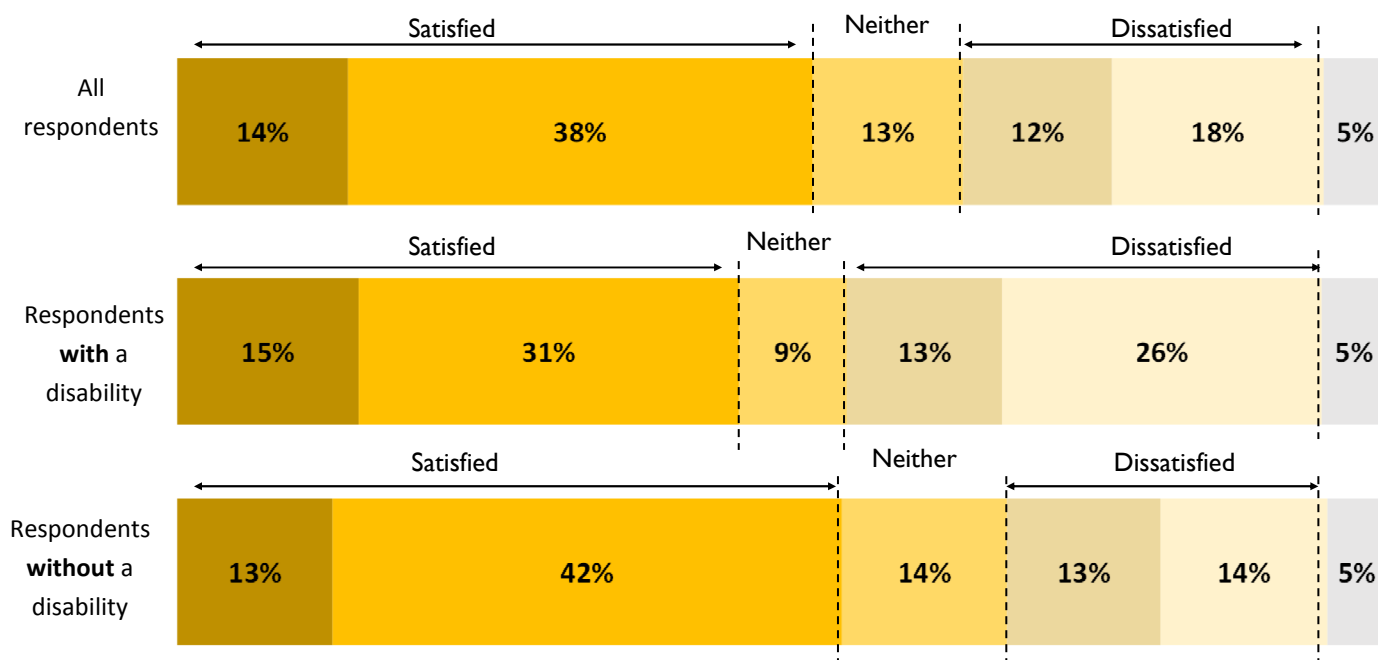
Many respondents also felt that the number of stops and the location of stops should be further reviewed to ensure that they would be accessible for those who want to use them. *“Please do not cut out services to areas with no public transport to a static library”* and a *“high proportion of the customers are elderly and will be unable to carry their books from the one proposed stop instead of the current stop they use near their home”*.

Raising awareness of the home delivery visits so that elderly people could use this service, would ensure that older people don’t miss out on the service they currently receive. It was also felt that there should be an ongoing general commitment to communicate with service users and potential new service users. This could include *“a calendar with dates when the library will be visiting”*, available *“electronically”* and in *“local prominent positions”*. E-alerts e.g. about changes to service would also be beneficial.

#### 4.5 Safeguarding services for those in greatest need

Respondents were invited to indicate how satisfied they were that the council’s proposals would safeguard those people who had the greatest needs. Whilst a variety of viewpoints were expressed, the largest proportion of respondents, (52%) were satisfied that the council’s proposals would safeguard services for those with greatest need. 30% of respondents were dissatisfied and did not feel that the proposals would safeguard those people with the greatest needs and 13% returned a neutral response.

Figure 4.4: Views on whether the Council’s proposals will safeguard the service for those people with greatest needs



Satisfaction levels varied quite considerably when breaking respondents down by those who considered themselves to have a disability compared to those who did not, with a much smaller proportion being satisfied that the proposals will safeguard the service for those people with greater needs.

While the majority of respondents were aged 60 and above, it was those who were under 60 who displayed lower levels of satisfaction that the proposals will safeguard the service for those people with greater needs as illustrated below:

Figure 4.5: Views on whether the Council’s proposals will safeguard the service for those people with greatest needs by age of respondent

	All respondents	Under 60	Over 60
Very satisfied	14%	8%	15%
Fairly satisfied	38%	37%	39%
Neither satisfied nor dissatisfied	13%	11%	13%
Fairly dissatisfied	12%	16%	12%
Very dissatisfied	18%	20%	17%
Don't know	5%	7%	5%

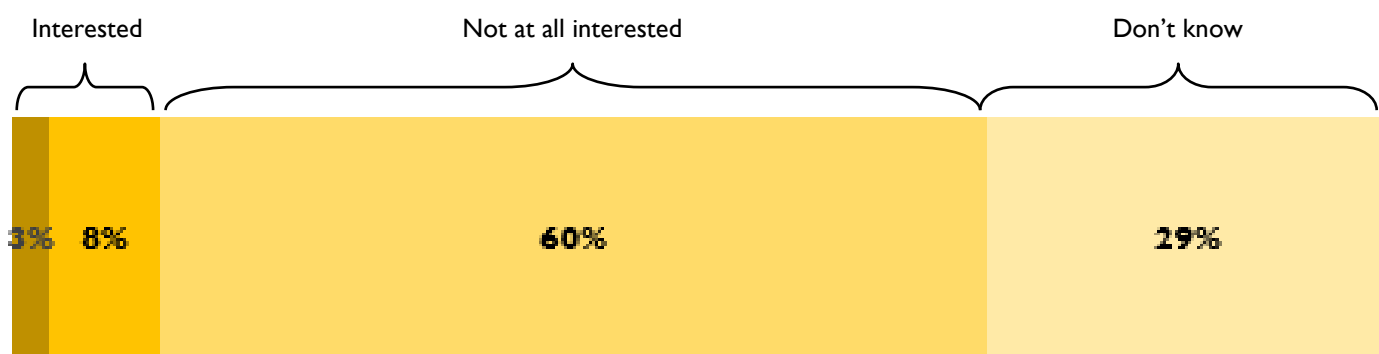
Note the lower levels of satisfaction displayed by the under 60 respondents

Comments which underpinned these views included not only concern for increasing levels of isolation for the current older and less mobile population who live in rural communities, “the 'social interaction' is being lost which is invaluable”, but also considered their own future and how these changes may impact on their lives as they become older and less able, “my concern is that with an increasing older population, who often become isolated, the services that are now available become slowly eroded until they disappear and may well be needed in the near future. One of the reasons for my support of the mobile library even though I am able to visit static libraries has been to keep it open for others and myself when less able.”

#### 4.6 Expressions of interest in volunteering for the Home Reader service

All respondents were invited to indicate whether they or their organisation would be interested in volunteering with the County Council’s Home Reader service which currently serves housebound people. Not all respondents chose to answer this question. 59% (or 627 people) did respond to this question and of these, 11% were interested in volunteering (either a great deal or a little bit). 29% (or 183 people) did not know if they were interested or not. Further information could encourage involvement from this group of respondents. The largest group of respondents, 60% were not interested in volunteering for this service.

Figure 4.6: Level of interest in volunteering for the Home Reader service



## 4.7 Ideas on how the service could be changed

Whilst the County Council believes these proposals offer the best solution for the Mobile/Travelling Library Service, the consultation was still seeking ideas on how the service could be changed whilst taking declining user numbers and the need to save money into consideration. 38% of respondents chose to share their ideas on how the service could be changed in the future.

Respondents comments were largely focused on how they would be affected by the proposed changes. Whilst their views were largely individual, they were reflective of the wider need to ensure the proposed frequency and length of time of visits were right for service users.

At a general level, respondents would be accepting of less frequent visits if these could be longer and if there was the ability to borrow more books. The respondents quotation below is reflective of this wider point:

*“As the number of books borrowed at any one time is not limited, the visit-frequency could be lowered to, say, four-weekly, with the 15 minutes stay increased. A 15 minute window is too tight when an average stay-time is several minutes. Consider a 30 minute minimum”.*

## 4.8 Additional Feedback

### Drop-in sessions

In addition to the online survey, 36 drop in sessions were held which gave mobile/travelling users the opportunity to pass on their opinions about the proposals to members of staff who facilitated the sessions. A total of 402 individuals attended these sessions and the following comments were noted:

- The mobile/ travelling libraries were described as “a lifeline” and several elderly customers expressed that they would be reluctant to use the alternative home reader service, as visiting the mobile was also a social event and helped them to be independent. There was a suggestion that Rugeley Library could run a coffee morning so that people could retain the social benefits of the mobile library which is a positive influence on their mental health.
- Some individuals raised concerns about the proposals to remove the stops from residential homes while others felt that accessibility for disabled people would also be compromised where stops were removed.
- Several concerns were voiced about the proposals to remove the opportunity for some school children to access the mobile libraries, either due to the stop being removed or because of the change in stop time. A customer at Weston asked if the stop time could be moved to the end of the school day, and there were comments at Fradley and Haughton that they would no longer be able to bring their children onto the mobile.
- The calculated cost of £7 per visit cited in the proposal document created surprise and disbelief at Rolleston and Madeley, “How is the £7 per visit broken down? It cannot possibly cost £7 for me to visit this library”.
- A couple of comments that the thought of having to pay library charges was making people reluctant to change to a static library (on a mobile people don't pay request and overdue charges), “I would have to stop using the library all together as wouldn't be able to access also would worry about charges, so wouldn't bother.”
- In a few locations a preference for retaining multiple stops was expressed rather than the proposal for one longer stop e.g. Abbots Bromley, Kings Bromley, Tutbury and Wolstanton (suggestion that Bradwell should retain a stop) as it was felt that carrying heavy books a further distance was prohibitive for a number of customers.

## **Emails**

Seventeen emails were received regarding the mobile consultation. Nine of these were feedback and eight were requests for further information. Emails expressing concerns about the impact on local residents came from three Parish Councils( Keele, Hammerwich and Abbots Bromley). Hammerwich asked that alternative provision be considered for elderly and disabled residents. Information was requested from Madeley Parish Council and Cllr Lobuczek from Featherstone & Shareshill. Friends of Penkridge Library requested a simplified version of the survey form, and there were several emails from private individuals asking for more information or asking about the consultation. One person expressed concern that the reduction to one stop in CannockWood might be a problem for people who live on the other side of the village. Whittington Village Hall Management Committee emailed because they had not been consulted about mobile parking arrangements prior to the consultation and the changed stop time was not convenient.

## **Letters**

Four letters were received supporting the continuance of the mobile service. Two of these were from Ipstones Parish Council, expressing a wish to keep the 3 weekly mobile service at Ipstones and Foxt (as is proposed). One letter was from Jeremy Lefroy MP, expressing concern that specific villages and sheltered housing complexes in his constituency would lose a service under the proposals.

## **Petitions/ other**

- A petition containing 17 signatures was submitted from Morningside mobile library users which had the backing of the Parish Council and the local borough councillors. The petition stresses that the majority of mobile library users in this area are elderly, live on their own and have mobility issues which would restrict them from accessing the library service elsewhere. The removal of this stop would not only restrict these residents from accessing the library service, but also *“will effectively preclude a well established group...from much valued social integration and support that meeting on a regular basis provides.”*
- A letter was also received from Hayes Meadow School, Handsacre with 123 signatures from children supporting the following statement: *“The children of Hayes Meadow would like you to save our mobile library at all stops in Handsacre”*.
- Abbots Bromley Parish Council expressing a desire to keep 3 stops and 2 hours of service and for the mobile to be available for children after school.
- Parents of children in several nurseries were consulted, either through the distribution of surveys or face-to-face meetings. Feedback from this was that the mobile library service was of great value to them, *“the children love using the mobile library and talk about their visit to the library when they get home from the nursery.”*

## **Staff consultation session**

On 11th August mobile library staff attended a group session to discuss the proposals. During this session, suggestions were made concerning specific routes and stops, including proposed alternatives to the stop selection, the timings of the stops and one or two practical issues around parking and route timings. In addition, the following points were raised:

- Concern was expressed that library usage would suffer due to the reduced frequency of stops and that a 3 weekly service would not be memorable to the public.
- Staff suggested that some members of the public were finding the consultation form confusing.
- There were questions about the alternative provision for housebound people Some stated that customers were not clear about this.



- Logistical concerns included a query about stock provision – the mobiles are currently District based and get District support but this will not be the case in future. Who will buy and provide the stock?
- The principles were challenged, stating that deprived areas which were being prioritised were often low demand, whilst sheltered housing communities, many of which would lose out due to proximity to a static library, have high demand. Also a suggestion that static and mobile provision should be aligned – if a community does not volunteer to run its library a local library could have significantly reduced hours, and if the mobile stops are also reduced in that area then the community will suffer a double loss.
- The £7 cost per visit was queried.
- Staff wanted to know how the new timetable will be promoted.
- It was suggested that a fee could be charged for mobile use.

## 5. APPENDIX 1: ABOUT YOU

### Gender

	Survey responses		Active Borrowers	
	No.	%	No.	%
Male	220	22%	1,474	32.3%
Female	778	78%	3,084	67.7%

### Age

	Survey responses		Active Borrowers	
	No.	%	No.	%
Under 16	3	0.3	1298	34%
16-19	1	0.10%	54	1%
20-44	70	6.9%	189	5%
45-59	84	8.2%	285	8%
60-74	408	39.9%	907	24%
75+	456	44.6%	1073	28%

### Ethnicity

	Survey responses		Census 2011 comparison
	No.	%	%
White (British, Irish, Other)	986	98.7%	95.8%
Mixed/Multiple	1	0.1%	1.1%
Asian/Asian British	1	0.1%	2.4%
Black/African/Caribbean/ Black British	0	0%	0.6%
Other	1	0.1%	0.2%
Prefer not to say	10	1.0%	N/A

### Disability

	Survey responses		Census Comparison— Staffordshire 2011	
	No.	%	No.	%
Yes	303	32%		19.2%
No	645	68%		80.8%

## Disability Type

	No.	%
Social/communications impairment	3	0.9%
Deaf or hearing impairment	85	25.5%
Blind or serious visual impairment	35	10.5%
Long-standing illness or health condition	52	15.6%
Mental health condition	22	6.6%
Learning difficulty	4	1.2%
Physical impairment or mobility issue	208	62.5%
Other	41	12.3%

## Looking after someone with an illness or disability

	No.	%
Yes	137	14.2%
No	825	85.8%

## Employee of Staffordshire County Council

	No.	%
Yes	35	3.6%
No	935	96.4%

## District of residence

	Survey responses		MYE 2014
	No.	%	%
Cannock Chase District	49	5.0%	11.5%
East Staffordshire District	241	24.5%	13.4%
Lichfield District	196	19.9%	11.9%
Newcastle-under-Lyme District	155	15.8%	14.7%
South Staffordshire District	79	8.0%	12.9%
Stafford District	162	16.5%	15.4%
Staffordshire Moorlands District	50	5.1%	11.4%
Tamworth District	51	5.2%	9.0%

5 responses were also received from residents of Stoke-on-Trent. Whilst these have been included in the overall results, they have been excluded from the district analysis above.



Appendix 3 - Proposed Realigned Routes including changes after consultation (shown in red)

Mobile	Week	Route	Stops
1	1	1	Stanshope, Alstonfield, Hulme End, Butterton, Grindon
		3	Cross Heath , Chesterton, Crackley, Chesterton, Wrinehill
		4	Tittensor, Standon, Maer, Chapel Chorlton, Hill Chorlton, Baldwins Gate
		5	Norton Bridge, Yarnfield, Adbaston, Norbury, Woodseaves, Seighford, Derrington
		6	Wootton, Stanton, Ilam, Mayfield
	2	7	Kingsley Holt, Foxt, Ipstones, Bagnall, Stockton Brook
		8	Dilhorne, Kingsley, Consall, Cheddleton, Wetley Rocks
		9	Moneystone, Cauldon, Waterfall, Ford, Whiston
		10	Haughton, Church Eaton, Moreton, Bradley, Dunston, Acton Trussell
	3	11	Swindon, Hinksford, New Wood, Enville, Bobbington, Seisdon
		12	Checkley, Lower Tean, Winnothdale, Oakamoor, Upper Tean, Fradswell
		13	Ellaston, Ramshorn, Cotton, Alton, Denstone, Rocester
		14	Brown Edge, Biddulph Moor, Rushton, <b>Longsdon</b> , Endon
		15	Warslow, Sheen, Longnor, Hollinsclough, Quarnford/Flash
	2	1	1
2			Shareshill, Featherstone, Coven, Essington
3			Outwoods, Burton, Anslow
4			Swinfen, Canwell, Shenstone Wood End, Little Aston, Stonnall
5			Burton (Waterside), Branston, Branston, Rangemore
2		6	Weston under Lizard, Blymhill, Bishops Wood, Wheaton Aston, Wheaton Aston, Lapley
		7	Wiggington, Elford, Harlaston, Clifton Campville, Edingale
		8	Bednall, Brocton, Colwich, Little Haywood, Colton, Abbots Bromley, Bromley Wood
		9	Yoxall, Hoar Cross, Newborough, Hanbury, Draycott in the Clay, Marchington
		10	Salt, Sandon, Milwich, Fulford, Moss Lane, Hilderstone
3		11	Hopton Heights, Weston, Kingstone, Stowe, Hixon, Great Haywood
		12	Fradley Junction, Fradley, Hopwas, Whittington Barracks, Whittington
		13	Longdon, Longdon Green, Kings Bromley, Hill Ridware, Hamstall Ridware
		14	Stoneydelph, Amington East, Drayton Bassett, Mile Oak, Hints

**Mobile Library 3 Weekly Service  
Mobile 1 Route 1  
Monday Week 1**

<b>Community</b>	<b>Stop</b>	<b>Times</b>	<b>Time at Stop</b>
<b>Stanshope</b>	Stanshope Hall	10.30 – 10.45	15 minutes
<b>Alstonfield</b>	The Green	10.55 - 11.15	20 minutes
<b>Hulme End</b>	Shop	11.30 – 11.50	20 minutes
	Lunch	12.00 – 12.30	
<b>Butterton</b>	Croft Head Farm	12.45 - 1.05	20 minutes
<b>Grindon</b>	Village Hall	1.20 - 1.50	30 minutes

**Mobile Library 3 Weekly Service  
Mobile 1 Route 3  
Wednesday Week 1**

<b>Community</b>	<b>Stop</b>	<b>Times</b>	<b>Time at Stop</b>
<b>Cross Heath</b>	Castletown Grange	10.00 - 10.15	15 minutes
<b>Chesterton</b>	Brick Kiln Lane	10.30 - 11.30	60 minutes
<b>Crackley</b>	Audley Road	11.45 - 12.00	15 minutes
	Lunch	12.15 – 12.45	
<b>Chesterton</b>	St Chads Primary	1.00 - 1.20	20 minutes
<b>Betley</b>	Church Lane	1.45 - 2.15	30 minutes
<b>Wrinehill</b>	Hand and Trumpet	2.25 - 2.40	15 minutes

**Mobile Library 3 Weekly Service  
Mobile 1 Route 4  
Thursday Week 1**

<b>Community</b>	<b>Stop</b>	<b>Times</b>	<b>Time at Stop</b>
<b>Tittensor</b>	Copeland Avenue	09.30 – 10.00	30 minutes
<b>Standon</b>	All Saints First School	10.15 – 11.30	75 minutes
<b>Maer</b>	The Village	11.40 – 12.00	20 minutes
<b>Chapel Chorlton</b>	The Village	12.10 – 12.25	15 minutes
	Lunch	12.30 – 1.00	
<b>Hill Chorlton</b>	Kennels	1.15 – 1.30	15 minutes
<b>Baldwins Gate</b>	Sheet Anchor	1.45 – 3.10	85 minutes

**Mobile Library 3 Weekly Service  
Mobile 1 Route 5  
Friday Week 1**

<b>Community</b>	<b>Stop</b>	<b>Times</b>	<b>Time at Stop</b>
<b>Norton Bridge</b>	St Lukes Close	9.15 – 9.45	30 minutes
<b>Yarnfield</b>	Greenside	10.00 – 10.15	15 minutes
<b>Adbaston</b>	<b>Bungalows</b>	10.45 – 11.00	15 Minutes
<b>Norbury</b>	Village	11.15 – 11.45	30 minutes
<b>Woodseaves</b>	<b>Police House</b>	12.00 – 12.45	45 minutes
	Lunch	1.00 – 1.45	45 minutes
<b>Seighford</b>	The Bungalows	2.00 – 2.15	15 minutes
<b>Derrington</b>	St Matthews Church	2.30 – 4.30	120 minutes

**Mobile Library 3 Weekly Service  
Mobile 1 Route 6  
Monday Week 2**

<b>Community</b>	<b>Stop</b>	<b>Times</b>	<b>Time at Stop</b>
<b>Wootton</b>	New House Farm	10.00 – 10.20	20 minutes
<b>Stanton</b>	Gilbert Sheldon Hall	10.35 – 10.50	15 minutes
<b>Ilam</b>	The School	11.15 – 11.45	30 minutes
	Lunch	12.00 – 12.30	
<b>Mayfield</b>	Mayfield Avenue	1.15 – 1.45	30 minutes
	Rose and Crown	2.00 – 2.20	15 minutes

**Mobile Library 3 Weekly Service  
Mobile 1 Route 7  
Tuesday Week 2**

<b>Community</b>	<b>Stop</b>	<b>Times</b>	<b>Time at Stop</b>
<b>Kingsley Holt</b>	Kingsley Holt Nursery	09.45 – 10.25	40 minutes
<b>Foxt</b>	Post Office	10.40 – 10.55	15 minutes
<b>Ipstones</b>	Memorial Hall (car park)	11.10 – 12.10	60 minutes
	Lunch	12.15 – 12.45	
<b>Bagnall</b>	Church	1.15 – 1.45	30 minutes
<b>Stockton Brook</b>	Stanley Road	2.00 – 2.20	20 minutes



**Mobile Library 3 Weekly Service  
Mobile 1 Route 8  
Wednesday Week 2**

<b>Community</b>	<b>Stop</b>	<b>Times</b>	<b>Time at Stop</b>
<b>Dilhorne</b>	School Close	09.30 – 09.45	15 minutes
<b>Kingsley</b>	Johnson Crescent	10.05 – 10.35	30 minutes
<b>Consall</b>	Village	10.45 – 11.00	15 minutes
<b>Cheddleton</b>	Grange Road	11.15 – 1.15	120 minutes
	Lunch	1.30 – 2.00	
<b>Wetley Rocks</b>	Post Office	<b>2.15 – 2.55</b>	40 minutes

**Mobile Library 3 Weekly Service  
Mobile 1 Route 9  
Thursday Week 2**

<b>Community</b>	<b>Stop</b>	<b>Times</b>	<b>Time at Stop</b>
<b>Moneystone</b>	Cottages	10.15 – 10.30	15 minutes
<b>Caulton</b>	Stoney lane	10.45 – 11.00	15 minutes
<b>Waterfall</b>	Breech Close	11.15 – 11.35	20 minutes
<b>Ford</b>	Stoop Farm	12.00 – 12.15	15 minutes
	Lunch	12.30 – 1.00	
<b>Whiston</b>	Black Lane	1.30 – 1.45	15 minutes

**Mobile Library 3 Weekly Service  
Mobile 1 Route 10  
Friday Week 2**

<b>Community</b>	<b>Stop</b>	<b>Times</b>	<b>Time at Stop</b>
<b>Haughton</b>	Village Hall	09.30 – 10.30	60 minutes
<b>Church Eaton</b>	Post Box/Noticeboard	10.45 – 11.45	60 minutes
<b>Moreton</b>	The Bungalows	12.00 – 12.30	30 minutes
	Lunch	12.45 – 1.15	
<b>Bradley</b>	Village Hall	1.45 – 2.15	30 minutes
<b>Acton Trussell</b>	Lees Lane	2.45 – 3.20	35 minutes
<b>Dunston</b>	Church Close	3.30 – 4.00	30 minutes

**Mobile Library 3 Weekly Service  
Mobile 1 Route 11  
Monday Week 3**

<b>Community</b>	<b>Stop</b>	<b>Times</b>	<b>Time at Stop</b>
<b>Swindon</b>	The Greyhound	10.00 - 10.15	15 minutes
<b>Hinksford</b>	Caravan Park	10.30 – 10.45	15 minutes
<b>New Wood</b>	Hyperion Road	11.00 – 11.20	20 minutes
<b>Enville</b>	The Cat	11.35 – 11.55	20 minutes
	Lunch	12.00 – 12.30	
<b>Bobbington</b>	Village Hall & Nursery	1.00 – 1.30	30 minutes
<b>Seisdon</b>	Seven Stars	2.00 – 2.20	20 minutes

**Mobile Library 3 Weekly Service  
Mobile 1 Route 12  
Tuesday Week 3**

<b>Community</b>	<b>Stop</b>	<b>Times</b>	<b>Time at Stop</b>
<b>Checkley</b>	School + Playgroup	09.45 - 10.20	35 minutes
<b>Lower Tean</b>	Goldhurst Drive	10.30 - 10.50	20 minutes
<b>Winnothdale</b>	Birch Rise	11.05 - 11.20	15 minutes
<b>Oakamoor</b>	The Square	11.35 - 12.35	60 minutes
	Lunch	12.45 – 1.15	
<b>Upper Tean</b>	White Hart	1.45 - 3.15	90 minutes
<b>Fradswell</b>	Old Rectory	3.35 - 3.55	20 minutes

**Mobile Library 3 Weekly Service  
Mobile 1 Route 13  
Wednesday Week 3**

<b>Community</b>	<b>Stop</b>	<b>Times</b>	<b>Time at Stop</b>
<b>Ellastone</b>	Post Office	09.40 -10.00	20 minutes
<b>Ramshorn</b>	Telephone Kiosk	10.15 – 10.30	15 minutes
<b>Cotton</b>	School	10.45 – 11.10	25 minutes
<b>Alton</b>	<b>Church</b>	11.25 – 12.25	60 minutes
	Lunch	12.30 – 1.00	
<b>Denstone</b>	Village Hall	1.15 – 2.15	60 minutes
<b>Rocester</b>	Village Hall	2.30 – 3.15	45 minutes

**Mobile Library 3 Weekly Service  
Mobile 1 Route 14  
Thursday Week 3**

<b>Community</b>	<b>Stop</b>	<b>Times</b>	<b>Time at Stop</b>
<b>Brown Edge</b>	Post Office	09.45 - 11.15	90 minutes
<b>Biddulph Moor</b>	Rose and Crown	11.30 - 11.45	15 minutes
<b>Rushton</b>	Portabello	12.00 - 12.25	25 minutes
	<b>Lunch</b>	<b>12.30 – 1.00</b>	
	<b>Rushton Primary School</b>	<b>1.15 – 1.30</b>	15 minutes
<b>Longsdon</b>	Lower Sutherland Road	<b>2.20 – 2.35</b>	15 minutes
<b>Endon</b>	The Old Village (by the well)	2.50 - 3.20	30 minutes
	Methodist Church	3.30 - 5.30	120 minutes

**Mobile Library 3 Weekly Service  
Mobile 1 Route 15  
Friday Week 3**

<b>Community</b>	<b>Stop</b>	<b>Times</b>	<b>Time at Stop</b>
<b>Warslow</b>	Opposite St. Lawrence View	10.30 - 10.45	15 minutes
<b>Sheen</b>	Cross Cottage	11.00 - 11.30	30 minutes
<b>Longnor</b>	The Square	11.45 - 12.05	20 minutes
	<b>Lunch</b>	<b>12.15 – 12.45</b>	
<b>Hollinsclough</b>	School	12.55 - 1.15	20 minutes
<b>Quarnford/Flash</b>	Flash School	1.30 - 2.15	45 minutes

**Mobile Library 3 Weekly Service  
Mobile 2 Route 1  
Monday Week 1**

<b>Community</b>	<b>Stop</b>	<b>Times</b>	<b>Time at Stop</b>
<b>Huntington</b>	Community Centre	09.30 – 10.30	60 minutes
<b>Chadsmoor</b>	Burns Street	10.45 – 11.00	15 minutes
<b>Chadsmoor</b>	Moreton Street	11.10 – 11.30	20 minutes
<b>West Chadsmoor</b>	Shelley Road	11.40 – 12.00	20 minutes
	Lunch	12.15 – 12.45	
<b>West Chadsmoor</b>	Clarion Way 1	1.00 – 1.30	30 minutes
<b>Cannock Wood</b>	Gilwell Road	2.00 – 2.20	20 minutes

**Mobile Library 3 Weekly Service  
Mobile 2 Route 2  
Tuesday Week 1**

<b>Community</b>	<b>Stop</b>	<b>Times</b>	<b>Time at Stop</b>
<b>Shareshill</b>	St. Mary's Close	09.30 – 10.15	45 minutes
<b>Featherstone</b>	Featherstone Children's Centre	10.30 – 12.00	90 minutes
	Lunch	12.15 – 12.45	
<b>Coven</b>	Ball Lane	1.00 – 1.25	25 minutes
	Memorial Hall	1.35 – 3.05	90 minutes
<b>Essington</b>	Hill Street	3.30 – 6.00	150 minutes

**Mobile Library 3 Weekly Service  
Mobile 2 Route 3  
Wednesday Week 1**

<b>Community</b>	<b>Stop</b>	<b>Times</b>	<b>Time at Stop</b>
<b>Outwoods</b>	Aviation Lane	10.00 – 10.40	40 minutes
<b>Burton</b>	Little lambs Nursery	10.55 - 11.15	20 minutes
	Casey Lane	11.25 – 12.25	60 minutes
	Lunch	12.30 – 1.00	
	Masefield Crescent (Eton Park Junior School Entrance)	1.15 – 1.45	30 minutes
<b>Anslow</b>	Village Hall	2.00 – 2.30	30 minutes

**Mobile Library 3 Weekly Service  
Mobile 2 Route 4  
Thursday Week 1**

<b>Community</b>	<b>Stop</b>	<b>Times</b>	<b>Time at Stop</b>
<b>Swinfen</b>	Prison Houses	10.00 - 10.15	15 minutes
<b>Canwell</b>	Nursery School	10.40 – 11.00	20 minutes
<b>Shenstone Wood End</b>	Smarts Avenue	11.15 – 11.30	15 minutes
<b>Little Aston</b>	Parish Hall	11.45 – 12.15	30 minutes
	Lunch	12.30 – 1.00	
<b>Stonnall</b>	Main Street (Lay-by)	1.15 – 2.45	90 minutes

**Mobile Library 3 Weekly Service  
Mobile 2 Route 5  
Friday Week 1**

<b>Community</b>	<b>Stop</b>	<b>Times</b>	<b>Time at Stop</b>
<b>Burton (Waterside)</b>	Rosliston Road (The Crown)	10.00 – 10.30	30 minutes
	Suffolk Road	10.40 – 11.40	60 minutes
<b>Branston</b>	Blacksmiths Arms	11.50 – 12.50	60 minutes
	Lunch	1.00 – 1.30	
<b>Branston</b>	Blacksmiths Arms	1.30 – 3.30	120 minutes
<b>Rangemore</b>	School	3.45 – 4.15	30 minutes

**Mobile Library 3 Weekly Service  
Mobile 2 Route 6  
Monday Week 2**

<b>Community</b>	<b>Stop</b>	<b>Times</b>	<b>Time at Stop</b>
<b>Weston under Lizard</b>	Weston Park	09.45 – 10.10	25 minutes
<b>Blymill</b>	School Lane	10.20 – 10.40	20 minutes
<b>Bishops Wood</b>	White Oak Drive	10.55 – 11.30	35 minutes
<b>Wheaton Aston</b>	Church	11.45 – 12.45	60 minutes
	Lunch	12.45 – 1.15	
<b>Wheaton Aston</b>	Church	1.15 – 2.15	60 minutes
<b>Lapley</b>	Vaughan Arms	2.25 – 3.10	45 minutes

**Mobile Library 3 Weekly Service  
Mobile 2 Route 7  
Tuesday Week 2**

<b>Community</b>	<b>Stop</b>	<b>Times</b>	<b>Time at Stop</b>
<b>Wiggington</b>	Wiggington School	09.45 – 10.05	20 minutes
<b>Elford</b>	Sports and Social Club	10.15 – 10.45	30 minutes
<b>Harlaston</b>	Manor Lane	11.00 – 11.15	15 minutes
<b>Clifton Campville</b>	Green Man	11.30 – 12.30	60 minutes
	Lunch	12.45 - 1.15	
<b>Edingale</b>	Moors Croft	1.40 – 3.10	90 minutes

**Mobile Library 3 Weekly Service  
Mobile 2 Route 8  
Wednesday Week 2**

<b>Community</b>	<b>Stop</b>	<b>Times</b>	<b>Time at Stop</b>
<b>Bednall</b>	Little Acorns	09.30 – 10.05	35 minutes
<b>Brocton</b>	Village Green	10.15 – 10.45	30 minutes
<b>Colwich</b>	Colwich School	11.00 – 11.45	45 minutes
<b>Little Haywood</b>	Red Lion	11.50 – 12.50	60 minutes
	Lunch	1.00 – 1.30	
<b>Colton</b>	The Greyhound	1.15 – 1.45	30 minutes
<b>Bromley Wood</b>	Greenfields	2.00 – 2.15	15 minutes
<b>Abbots Bromley</b>	Bagot Arms	2.20 – 3.50	90 minutes



**Mobile Library 3 Weekly Service  
Mobile 2 Route 9  
Thursday Week 2**

<b>Community</b>	<b>Stop</b>	<b>Times</b>	<b>Time at Stop</b>
<b>Yoxall</b>	Golden Cup	09.30 – 11.30	120 minutes
<b>Hoar Cross</b>	Hoar Cross Nursery	11.45 – 12.00	15 minutes
<b>Newborough</b>	Hollybush Road	12.10 – 1.00	50 minutes
	Lunch	1.15 – 1.45	
<b>Hanbury</b>	Post Office	2.00 – 2.30	30 minutes
<b>Draycott in the Clay</b>	Pipehayes Lane	2.40 – 3.10	30 minutes
	Woodlands Drive	3.15 – 3.35	20 minutes
<b>Marchington</b>	Village Hall	3.45 – 4.45	60 minutes

**Mobile Library 3 Weekly Service  
Mobile 2 Route 10  
Friday Week 2**

<b>Community</b>	<b>Stop</b>	<b>Times</b>	<b>Time at Stop</b>
<b>Salt</b>	Hollybush	09.30 – 10.15	45 minutes
<b>Sandon</b>	Mumbles Nursery	10.30 – 10.45	15 minutes
<b>Milwich</b>	Village Hall	11.00 – 11.40	40 minutes
<b>Fulford</b>	Village Hall	11.55 – 12.25	30 minutes
	Lunch	12.30 – 1.00	
<b>Moss Lane</b>	Council Houses	1.15 – 1.30	15 minutes
<b>Hilderstone</b>	Oak Tree Farm	1.45 – 2.15	30 minutes

**Mobile Library 3 Weekly Service  
Mobile 2 Route 11  
Monday Week 3**

<b>Community</b>	<b>Stop</b>	<b>Times</b>	<b>Time at Stop</b>
<b>Hopton Heights</b>	Battle Ridge	09.45 – 10.15	30 minutes
<b>Weston</b>	Woolpack	10.20 – 11.20	60 minutes
<b>Kingstone</b>	The Church	11.40 – 12.15	35 minutes
<b>Stowe</b>	The Church	12.30 – 12.50	20 minutes
	Lunch	1.00 – 1.30	
<b>Hixon</b>	Village Hall	1.35 – 2.20	45 minutes
<b>Great Haywood</b>	Anson School (Clifford Arms)	2.30 – 5.00	150 minutes

**Mobile Library 3 Weekly Service  
Mobile 2 Route 12  
Tuesday Week 3**

<b>Community</b>	<b>Stop</b>	<b>Times</b>	<b>Time at Stop</b>
<b>Fradley Junction</b>	Animal Crackers	10.30 – 10.45	15 minutes
<b>Fradley</b>	Post Office	11.00 – 12.00	60 minutes
<b>Hopwas</b>	Bus Lay-by Lichfield Rd (Junction Hints Road)	12.30 – 12.50	20 minutes
	Lunch	1.00 – 1.30	
<b>Whittington Barracks</b>	Munchkins Nursery	1.45 – 2.00	15 minutes
<b>Whittington</b>	Village Hall	2.15 – 4.45	150 minutes

**Mobile Library 3 Weekly Service  
Mobile 2 Route 13  
Wednesday Week 3**

<b>Community</b>	<b>Stop</b>	<b>Times</b>	<b>Time at Stop</b>
<b>Longdon</b>	Post Office	10.00 – 10.30	30 minutes
<b>Longdon Green</b>	Village Green	10.40 – 10.55	15 minutes
<b>Hill Ridware</b>	Henry Chadwick Community School	11.15 – 12.45	90 minutes
	Lunch	1.00 – 1.30	
<b>Hamstall Ridware</b>	Bus Layby	1.45 – 2.00	15 minutes
<b>Kings Bromley</b>	Richard Crosse School	2.15 – 4.15	120 minutes

**Mobile Library 3 Weekly Service  
Mobile 2 Route 14  
Thursday Week 3**

<b>Community</b>	<b>Stop</b>	<b>Times</b>	<b>Time at Stop</b>
<b>Stoneydelph</b>	Russell House	09.30 – 09.45	15 minutes
<b>Amington East</b>	Florendine Street	09.55 – 10.55	60 minutes
<b>Drayton Bassett</b>	Church	11.10 – 12.10	60 minutes
	Lunch	12.15 – 12.45	
<b>Mile Oak</b>	George Avenue	1.00 - 1.45	45 minutes
<b>Hints</b>	Watling Street	1.55 – 2.10	15 minutes

### Travelling Library - fortnightly service

#### Week 1

Day	Library	Location	Timetable	Hours Open
Monday	Tutbury	Duke Street Car Park	10am - 7pm	9 hours
Tuesday	Barlaston	Plume of Feathers Village Hall	9.30am - 1.30pm 2pm - 7.30pm	9.5 hours
Wednesday	Gnosall	Stop 1 Stop 2	9.30am - 1.30pm 2pm - 7.00pm	9 hours
Thursday	Wolstanton	Working Men's Club Bradwell Methodist Church	9.30am - 1.30pm 2.00pm - 5.00pm	7 hours
Friday	Alrewas	Post Office Road	9.30am - 1.30pm	4 hours
Friday	Handsacre	Tuppenhurst Lane	2pm - 4.00pm	2 hours
Friday	Armitage	Armitage Village Hall	4.15pm - 7.00pm	2.75 hours
Saturday	Pattingham	Village Hall	10am - 12.30pm	2.5 hours

#### Week 2

Day	Library	Location	Timetable	Hours Open
Monday	Day off road			
Tuesday	Madeley	Morningside The Madeley Centre	9.30am - 10.15am 10.30am - 7.30pm	9.75 hours
Wednesday	Gnosall	Stop 1 Stop 2	9.30am - 1.30pm 2pm - 7.00pm	9 hours
Thursday	Rolleston	Rolleston Club	9.30am - 6.45pm	9.25 hours
Friday	Stretton	St Mary's Church Hall	10am - 7pm	9 hours
Saturday	Wolstanton	Marsh Hall Community Centre	10am - 12.30pm	2.5 hours

## Appendix 4 Changes to proposed Mobile and Travelling Library routes as a result of consultation

The tables below list the communities where changes have been made to the proposals following the public consultation.

### Mobiles

Community	Stop	Times	Time at Stop	Previous proposal
Bromley Wood	Greenfields	2.00 – 2.15 Wednesday Week 2	15 minutes	3.35 - 3.50 Wednesday Week 2
Abbots Bromley	Bagot Arms	2.20 – 3.50 Wednesday Week 2	90 minutes	Crown Inn; 2.00 - 3.30 Wednesday Week 2
Acton Trussell	Lees Lane	2.45 – 3.20 Friday Week 2	30 minutes	3.30 - 4.05 Friday Week 2
Adbaston	Bungalows	10.45 – 11.00 Friday Week 1	15 minutes	Marsh Meadow
Alton	Church	11.25 – 12.25 Wednesday Week 3	60 minutes	Village Lock Up
Dunston	Church Close	3.30 – 4.00 Friday Week 2	35 minutes	2.45 - 3.15 Friday Week 2
Fradley	Post Office	11.00 – 12.00 Tuesday Week 3	60 minutes	10.00 - 11.00 Tuesday Week 3
Fradley Junction	Animal Crackers	10.30 – 10.45 Tuesday Week 3	15 minutes	9.30 - 9.45 Tuesday Week 3
Hamstall Ridware	Bus Layby	1.45 – 2.00 Wednesday Week 3	15 minutes	3.00 - 3.15 Wednesday Week 3
Hill Ridware	Henry Chadwick Community School	11.15 – 12.45 Wednesday Week 3	90 minutes	1.20 - 2.50 Wednesday Week 3

Hopwas	Bus Lay-by Lichfield Rd (Junction Hints Road)	12.30 – 12.50 Tuesday Week 3	20 minutes	11.30 - 11.50 Tuesday Week 3
Kings Bromley	Richard Crosse School	2.15 – 4.15 Wednesday Week 3	120 minutes	10.25 - 12.25 Wednesday Week 3
Longdon	Post Office	10.00 – 10.30 Wednesday Week 3	30 minutes	9.15 - 9.45 Wednesday Week 3
Longdon Green	Village Green	10.40 – 10.55 Wednesday Week 3	15 minutes	9.55 - 10.10 Wednesday Week 3
Longsdon	Lower Sutherland Road	2.20 – 2.35 Thursday Week 3	15 minutes	2.30-2.45 Wednesday Week 2
Rushton	Rushton Primary School	1.15 – 1.30 Thursday Week 3	15 minutes	12.35-12.50 Thursday Week 3
Wetley Rocks	Post Office	2.15 – 2.55 Wednesday Week 2	40 minutes	3.00-3.40 Wednesday Week 2
Whittington	Village Hall	2.15 – 4.45 Tuesday Week 3	150 minutes	1.15 - 3.45 Tuesday Week 3
Whittington Barracks	Munchkins Nursery	1.45 – 2.00 Tuesday Week 3	15 minutes	12.45 - 1.00 Tuesday Week 3
Woodseaves	Police House	12.00 – 12.45 Friday Week 1	45 minutes	Woodseaves Primary School

Travelling Libraries

<b>Community</b>	<b>Location</b>	<b>Day</b>	<b>Times</b>	<b>Hours Open</b>	<b>Previous proposal</b>
Armitage	Armitage Village Hall	Friday Week 1	4.15pm - 7.00pm	2.75 hours	2.00pm - 7.30pm Friday Week 1 5.5 hours – no separate Handsacre stop
Gnosall	Stop 1	Wednesday Week 1 & 2	9.30am - 1.30pm	4 hours	
Gnosall	Stop 2	Wednesday Week 1 & 2	2pm - 7.00pm	5 hours	
Handsacre	Tuppenhurst Lane	Friday Week 1	2pm - 4.00pm	2 hours	
Madeley	Morningside	Tuesday Week 2	9.30am - 10.15am	45 minutes	
Madeley	The Madeley Centre	Tuesday Week 2	10.30am - 7.30pm	9 hours	9.30am - 7.30pm; Tuesday Week 2; 10 hours – no separate Morningside stop
Wolstanton	Working Men's Club	Thursday Week 1	9.30am – 1.30pm	4 hours	9.30am - 5pm Thursday Week 1 7.5 hours – no separate Bradwell stop
Wolstanton	Bradwell Methodist Church	Thursday Week 1	2.00pm – 5.00pm	3 hours	
Wolstanton	Marsh Hall Community Centre	Saturday Week 2	10am - 12.30pm	2.5 hours	No change







## Prosperous Staffordshire Select Committee Work Programme 2015/16

This document sets out the work programme for the Prosperous Staffordshire Select Committee for 2015/16. 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 Simon Tagg**

Chairman of the Prosperous Staffordshire Select Committee

If you would like to know more about our work programme, please get in touch with Tina Randall, Scrutiny and Support Manager, 01785 276148 or by emailing [tina.randall@staffordshire.gov.uk](mailto:tina.randall@staffordshire.gov.uk)

Item	Date of meeting when the item is due to be considered	Link to the Council's Business Plan	Details	Action/Outcome
Economy of Staffordshire Cabinet Member: Mark Winnington Lead Officer: Darryl Eyers/ Steve Burrows	1 June 2015	<b>Great Place to Live</b> 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.  <i>(New item suggested by the Cabinet Member at 5/2/2015 Triangulation)</i>	Members agreed further scrutiny around the LEP as well as skills and apprenticeships which will be considered within the Education Trust item (already included on the work programme)
Libraries in a Connected Staffordshire: Part 4 Mobile and Travelling Library Review Cabinet Member: Mike Lawrence Lead Officer: Janene Fox/Catherine Mann	1 June 2015  This item will be come back to PSSC once the results of the consultation are available.	<b>Great Place to Live</b> Support the improvement and development of shared resources such as utilities, highways and technology.	To consider the review of the mobile and travelling library service in Staffordshire.  <i>(Part of the wider Library review last considered by PSSC on 23 January 2015)</i>	Members wrote to the Cabinet Member with comments on the consultation, including extending the consultation period to 12 weeks and requesting that the outcome of the consultation be brought back to this committee.
Rail Strategy Cabinet Member: Mark Winnington Lead officer: Clive Thomson/Clare Horton	1 June 2015  This item will come back to PSSC once the results of the consultation are available.	<b>Great Place to Live</b> Support the improvement and development of shared resources such as utilities, highways and technology.	Monitoring progress of delivery  <i>(Carry over from 2014/15 Work Programme)</i>	Members requested more detail be included on the County's vision for more affordable rail travel and a better passenger experience. They also requested an appendix identifying the work around HS2 to support the consultation document. The results of this consultation to be brought back to the Committee.

Item	Date of meeting when the item is due to be considered	Link to the Council's Business Plan	Details	Action/Outcome
Minerals Local Plan Cabinet Member: Mark Winnington Lead Officer: Matthew Griffin	24 July 2015	<b>Great Place to Live</b> 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.  <i>(Last considered by the PSSC on 24 April 2014 – following which a working group had been established to produce the select Committee's response to the consultation)</i>	The Select Committee endorsed the Plan and congratulated the officers involved in a good piece of work
Adult and Community Learning Strategy Cabinet Member: Ben Adams Lead Officer: Tony Baines/Theresa McKenna	24 July 2015	<b>Ready for Life</b> Enhance access to high quality family, community and life-long learning	New item	The Select Committee agreed to build a regular opportunity for scrutiny at a point in the annual cycle that allowed for greatest influence and impact in shaping priorities for the future. Members also requested smarter targets be used to allow better self evaluation and scrutiny.
Staffordshire Learning Infrastructure Forecast  Cabinet Member: Ben Adams Lead Officer: Andrew Marsden  (refer to previous	24 July 2015	<b>Ready for Life</b> 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. A further update on the SLIF including locality plans was requested to be brought to the Committee in summer	Members endorsed the SLIF and its approach to planning the necessary infrastructure. They also wish to see an education lead on each district and borough planning committee to ensure that when planning decisions are taken the educational

Page 17 of 17

Item	Date of meeting when the item is due to be considered	Link to the Council's Business Plan	Details	Action/Outcome
consideration of School Organisation and Capital On 6 March 2015)			2015. <i>(This was last considered on 6 March 2015).</i>	implications are taken into account.
Countryside Estate Management Review Cabinet Member: Mark Winnington Lead officer: Ian Wykes  Page 138	4 September 2015  [This meeting was webcast]	<b>Great Place to Live</b> Use and maintain our built and natural environment to improve health and wellbeing and strengthen community assets. <b>Enjoying Life</b> Strengthen public confidence in the county as a great place to live with lots of opportunities to enjoy life.	Members requested a further update.  <i>( Last considered by PSSC on 18 December 2014)</i>  Arrangements have been made for visits to the Countryside Estate (north) on 17 August and (south) on 29 August. These visits gave an opportunity for members to gain a thorough understanding of the Estate prior to considering the review at its 4 September meeting.	Members gave detailed consideration to the review and the ten options put forward. They supported consideration of options 2,8 and 9. They agreed that option 5 could be supported if the wording was changed to "Transfer the <b>management but retain the ownership</b> of individual sites..." The Select Committee could not support options 3 or 10. A further report will be brought to the October meeting prior to Cabinet decisions on proposals.
School attendance, exclusions and participation Cabinet Member: Ben Adams Lead Officer: Anna Halliday	4 September 2015	<b>Ready for Life</b> Focus on school improvement and providing access to a good education.	New item	Members welcomed the progress made by the Attendance Working Group. They asked for: <ul style="list-style-type: none"> <li>• Clarification on whether mapping current spend on attendance had started;</li> <li>• Examples of specific intervention illustrating priorities</li> </ul>

Item	Date of meeting when the item is due to be considered	Link to the Council's Business Plan	Details	Action/Outcome
Page 139				<p>and principles in the draft document;</p> <ul style="list-style-type: none"> <li>• Comparison national data on exclusions;</li> </ul> <p>They requested their concerns over academy accountability re. attendance be shared with the working group. Further reports were requested on:</p> <ul style="list-style-type: none"> <li>• Attendance Working Group progress, including specific intervention showing how the principles and priorities work in practice;</li> <li>• Post-16 changes and any impact these have on take-up</li> </ul>
<p>The Growth Fund including the work of the Education Trust Cabinet Member: Mark Winnington and Ben Adams Lead Officer: Darryl Eyers, Anna Halliday and Tony Baines</p>	<p>12 October 2015</p>	<p><b>Great Place to Live</b> Create the right conditions to attract and grow business in Staffordshire</p>	<p>To consider the development of the Growth fund projects.</p> <p><i>(Last considered by PSSC on 5 September 2014)</i></p> <p>After discussions at the 29 July triangulation meeting it was agreed that this item would include detail of the Education Trust - previously a separate work programme</p>	

Item	Date of meeting when the item is due to be considered	Link to the Council's Business Plan	Details	Action/Outcome
			<p>item to look at the development of the Trust's work and the impact it had made to date.</p> <p>Following the PSSC meeting of 1 June 2015 Members requested detail on skills and apprenticeships to be scrutinised as part of their consideration of the Education Trust.</p>	
<p>Libraries in a Connected Staffordshire- Part 4  Mobile and Travelling Library Review  Cabinet Member: Mike Lawrence  Lead Officer - Janene Cox/Catherine Mann</p>	<p>12 October 2015</p>	<p><b>Great Place to Live</b>  Support the improvement and development of shared resources such as utilities, highways and technology.</p>	<p>To consider the results of the consultation on mobile and travelling library service in Staffordshire.</p> <p><i>(Last considered on 1 June 2015 and part of the wider Library review previously considered by PSSC on 23 January 2015)</i></p>	
<p>Countryside Estate Management Review  Cabinet Member: Mark Winnington  Lead officer: Ian Wykes</p>	<p>12 October 2015</p>	<p><b>Great Place to Live</b>  Use and maintain our built and natural environment to improve health and wellbeing and strengthen community assets.</p> <p><b>Enjoying Life</b>  Strengthen public confidence in the county as a great place to live</p>	<p>To consider the reduced option suggestions prior to Cabinet decisions on proposals.</p> <p><i>(Last considered by PSSC on 18 December 2014 and 4 September 2015. PSSC Members also completed visits to Countryside Estate sites</i></p>	

Item	Date of meeting when the item is due to be considered	Link to the Council's Business Plan	Details	Action/Outcome
		with lots of opportunities to enjoy life.	<i>across the County during August 2015.)</i>	
Impact of SEND reforms Cabinet Member – Ben Adams Lead Officer – Nichola Glover-Edge  Page 141	17 December 2015	<b>Ready for Life</b> Focus on school improvement and providing access to a good education.	To consider the impact of the SEND reforms for Staffordshire children.  <i>(Carried over from the 2014/15 Work Programme)</i>  Following the 29 July triangulation meeting it was agreed that an initial report be brought outlining the transfer numbers, whilst the more in-depth report come to 4 March meeting	
Pupil Premium Plus Policy Cabinet Member: Ben Adams Lead Officer: Sarah Rivers	17 December 2015	<b>Ready for Life</b> Focus on school improvement and providing access to a good education	One of the recommendation 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  Members wish to explore the value of the Pupil Premium in making a difference.  <i>(The Working Group report</i>	

Item	Date of meeting when the item is due to be considered	Link to the Council's Business Plan	Details	Action/Outcome
			<i>was considered by PSSC on 18 December 2014)</i>	
Sustainability in Staffordshire Cabinet Member: Mark Winnington Lead Officer: Darryl Evers	17 December 2015	<b>Great Place to Live</b> Create the right conditions to attract and grow business in Staffordshire	To consider the sustainability work taking place county wide  <i>(New item suggested by the Cabinet Member at 5/2/2015 Triangulation)</i>	
Education Support Services –Commissioning and Contract Performance Cabinet Member: Ben Adams Lead officer: Ian H Benson	22 January 2016	<b>Ready for Life</b> Focus on school improvement and providing access to a good education	Monitoring progress of contract with Entrust to ensure that it is delivering intended outcomes.  <i>(Previously considered on 5 September 2014)</i>	
School Improvement Cabinet Member: Ben Adams Lead Officer: Anna Halliday	22 January 2016	<b>Ready for Life</b> Focus on school improvement and providing access to a good education.	Consideration of possible changes to the management of school improvement and the action plan for school improvement  <i>(Last considered by PSSC on 5 September 2014)</i>	
School Attainment in Staffordshire Cabinet Member: Ben Adams Lead Officer: Anna Halliday	22 January 2016	<b>Ready for Life</b> Focus on school improvement and providing access to a good education.	Annual item to brief members on attainment in Staffordshire schools.	
Impact of SEND reforms Cabinet Member – Ben Adams Lead Officer – Nichola Glover-Edge	4 March 2016	<b>Ready for Life</b> Focus on school improvement and providing access to a good education.	To consider the impact of the SEND reforms for Staffordshire children.  <i>(Following the initial report</i>	



Item	Date of meeting when the item is due to be considered	Link to the Council's Business Plan	Details	Action/Outcome
			<i>taken to 15 October 2015 (Select Committee)</i>	
Adult and Community Learning (ACL) Cabinet Member: Ben Adams Lead Officer: Tony Baines/Theresa McKenna	4 March 2016	<b>Ready for Life</b> Enhance access to high quality family, community and life-long learning	Following consideration of ACL on 24 July the Select Committee agreed to build a regular opportunity for scrutiny at a point in the annual cycle that allowed for greatest influence and impact in shaping priorities for the future.	
Progress of the Attendance Working Group Cabinet Member: Ben Adams Lead Officer: Anna Halliday/Sue Coleman	tbc	<b>Ready for Life</b> Focus on school improvement and providing access to a good education.	Item requested by Members following discussion on School attendance, exclusions and participation.  <i>(School attendance, exclusions and participation considered at their meeting of 4 September 2015.)</i>	
Post-16 changes and impact on take-up, staying on rates Cabinet Member: Ben Adams Lead Officer: Anna Halliday/Tony Baines	tbc	<b>Ready for Life</b> Enhance access to high quality family, community and life-long learning <b>Ready for Life</b> Focus on school improvement and providing access to a good education.	Item requested by Members following discussion on School attendance, exclusions and participation.  In particular around Maths and English being included in the curriculum for those students who have yet to reach Level 2 in these subjects. Members wish to consider what impact this	

Item	Date of meeting when the item is due to be considered	Link to the Council's Business Plan	Details	Action/Outcome
			<p>change has to take-up and staying-on rates.</p> <p><i>(School attendance, exclusions and participation considered at their meeting of 4 September 2015.)</i></p>	
<p>Strategic Economic Plan Cabinet Member: Mark Winnington Lead Officer: Darryl Evers</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 144</p>	tbc	<p><b>Great Place to Live</b> Create the right conditions to attract and grow business in Staffordshire.</p>	<p>At their meeting of 5 September 2014 Members scrutinised progress on the European Growth Deal submission and agreed to look at the best way to scrutinise the 8 projects, and whether joint scrutiny with Stoke-on-Trent City Council would be appropriate.</p>	
<p>Car Parking Strategy Cabinet Member: Mark Winnington Lead Officer: James Bailey and David Walters</p>	tbc	<p><b>Great Place to Live</b> Create the right conditions to attract and grow business in Staffordshire</p>	<p>Following consideration of call-in of the parking strategy by the Corporate Review Committee (9 July 2015) they agreed "that implementation of the Car Parking Strategy be scrutinised following consultation by the Prosperous Staffordshire Select Committee and that the views on implementation be sought from the relevant local district/borough council scrutiny committees"</p>	

Item	Date of meeting when the item is due to be considered	Link to the Council's Business Plan	Details	Action/Outcome
<b>Working Groups</b>				
Infrastructure + Working Group Cabinet Member: Mark Winnington Lead Officer: James Bailey	8 and 29 July 4 September	<b>Great Place to Live</b> Support the improvement and development of shared resources such as utilities, highways and technology.	Following their 6 March consideration of Infrastructure + Members agreed to set up a working group in June/July to advice on how they wish to scrutinise the governance of the Infrastructure + contract.	This group has met twice with the third and final meeting being held in September. The Working Group will then report back to the Select Committee.
Working Together to address the impact that HGVs have on Staffordshire roads and local communities		<b>Great Place to Live</b> Support the improvement and development of shared resources such as utilities, highways and technology.	Following a petition presented at Annual Council the Select Committee agreed to set up a working group to consider the concerns raised around HGVs on the A515.  This issue has now been widened to address all Staffordshire roads.  Membership of the Working Group has been agreed	
Emotional Wellbeing and Mental Health Services Working Group Cabinet Member: Alan White Lead Officers: Denise Tolson and Dawn Jennens	This Working Group commenced in June 2015	<b>Living Well</b> Enable positive behaviour and support those who need it most, support independence at all ages and for those with disabilities or	The Healthy Staffordshire Select Committee have set up a working group to look at the issue of emotional wellbeing and mental health services following their consideration of strategies	Mike Worthington is the Select Committee's representative on this Working Group.  The Group has met twice so far and has meetings

Item	Date of meeting when the item is due to be considered	Link to the Council's Business Plan	Details	Action/Outcome
		illness.	on these issues. Because of the crosscutting nature of these issues their Chairman has invited a member of PSSC to join the Group.	scheduled throughout the Autumn. It hopes to report back to Select Committee in December.
<b>Briefing notes/updates and referrals</b>				
Superfast Staffordshire (Broadband) Lead Officer: Paul Chatwin  Page 146		<b>Great Place to Live</b> Support the improvement and development of shared resources such as utilities, highways and technology. and Create the right conditions to attract and grow business in Staffordshire	At their October 2014 meeting Members requested a further update in six month's time.	
A 50 Growth Corridor Cabinet Member: Mark Winnington Lead Officer: Steve Burrows		<b>Great Place to Live</b> Create the right conditions to attract and grow business in Staffordshire	To update the Committee on proposals to undertake a major improvement to the A50 in Uttoxeter.  <i>(last considered by PSSC on 7 March 2014)</i>  Following the triangulation meeting of 29 July it was agreed that this should be addressed via a briefing note rather than a stand alone agenda item.	

Item	Date of meeting when the item is due to be considered	Link to the Council's Business Plan	Details	Action/Outcome
Bradwell Lane Cabinet Member: Mark Winnington Lead Officer: Richard Harris  Page 147	12 August 2015 Chairman's informal meeting with Emma Meadon and Sandra Hambleton	<b>Included on the work programme as part of the Petition Scheme process</b>	A petition with over 2,500 signatures requesting traffic calming measures at Bradwell Lane, Newcastle had been presented by Mrs Emma Meadon at the 25 July Select Committee. This issue will be considered again once the Coroners' report on the fatal accident that prompted the petition has been received.	Following the outcome of the Court Case, which judged that the accident had been caused by driver error, it was agreed that a meeting should be arranged between Emma Meadon, Sandra Hambleton (local member), David Greatbatch (Community Infrastructure Liaison Officer) and the Select Committee Chairman to resolve any outstanding issues.  Select Committee Members will received a briefing paper on the outcome of this meeting at their 4 September meeting.

<b>Membership</b>  Simon Tagg (Chairman) David Loades (Vice-Chairman) Carol Dean Len Bloomer Maureen Compton Tim Corbett Ian Hollinshead	<b>Calendar of Committee Meetings</b> (at 10.00 am and at County Buildings, Martin Street, Stafford ST16 2LH unless otherwise stated)  1 June 2015, 10.00 am 24 July 2015, 10.00 am 4 September 2015, 10.00 am 12 October 2015, 10.00 am 17 December 2015, 10.00 am
--	--

Geoff Martin Sheree Peuple Mike Worthington Rev. Preb. Michael Metcalf (Co-optee) Paul Woodhead (Co-optee) Candice Yeomans (Co-optee)	22 January 2016, 10.00 am 4 March 2016, 10.00 am
--	---